

Austria	Saudi Arab.	Malta	Palestine	Russia
Bahrain	Denmark	Ireland	Lithuania	Slovakia
Bulgaria	Egypt	Latvia	Poland	Slovenia
Cyprus	Costa Rica	Lebanon	Portugal	Sri Lanka
Denmark	El Salvador	Lesotho	Spain	Tunisia
Egypt	El Salvador	Malta	Spain	Ukraine
Finland	El Salvador	Mauritius	Spain	Uzbekistan
France	Finland	Latvia	Spain	Venezuela
Germany	Finland	Malta	Spain	Vietnam
Greece	Finland	Monaco	Spain	Yugoslavia
Holland	Finland	Morocco	Spain	Zambia
Iceland	Finland	Morocco	Spain	Zimbabwe
India	Finland	Norway	Spain	
Indonesia	Finland	Norway	Spain	
Iran	Finland	Norway	Spain	
Iraq	Finland	Norway	Spain	
Ireland	Finland	Norway	Spain	
Italy	Finland	Norway	Spain	
Japan	Finland	Norway	Spain	
Korea	Finland	Norway	Spain	
Malta	Finland	Norway	Spain	
Mexico	Finland	Norway	Spain	
Netherlands	Finland	Norway	Spain	
New Zealand	Finland	Norway	Spain	
Norway	Finland	Norway	Spain	
Oman	Finland	Norway	Spain	
Portugal	Finland	Norway	Spain	
Spain	Finland	Norway	Spain	
Sri Lanka	Finland	Norway	Spain	
Sweden	Finland	Norway	Spain	
Switzerland	Finland	Norway	Spain	
United Kingdom	Finland	Norway	Spain	
United States	Finland	Norway	Spain	
Yugoslavia	Finland	Norway	Spain	
Zambia	Finland	Norway	Spain	
Zimbabwe	Finland	Norway	Spain	

FT No. 31,314

THE FINANCIAL TIMES LIMITED 1990

EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

EASTERN EUROPE

Fostering new business skills

Page 2

D 8523A

Tuesday November 27 1990

World News

Business Summary

Falling output and soaring spending hit Soviet plans

A desperate economic picture of falling output and soaring spending was painted by the Soviet government as it begged republics to head budget and planning targets. Moscow realists went on a panic buying spree after a milk delivery ban. Page 22

Peking plot charge
Two alleged leaders of last year's pro-democracy movement in Peking have been charged with plotting to overthrow the government, a crime punishable by death. Page 4

Czech left does well
Czechoslovakia's communists, forced to give up power a year ago, confirmed their successors with a solid showing in weekend local elections. Incuse of the centre. Page 3

Lee Kuan Yew quits
Singapore's Lee Kuan Yew resigned, ending his reign as the world's longest-serving prime minister and giving way to his chosen successor, Goh Chok Tong.

Begging ban upheld
The US Supreme Court let stand New York City's ban on poor and homeless people begging for money in the city's subways, rejecting arguments that the ban violated free-speech rights.

Swiss-US rift healed
A row between Switzerland and the US over Swiss treatment of officials accompanying President George Bush in Geneva last week has apparently been resolved. Swiss security guards were accused of verbal abuse.

Menem victory
Argentina's president Carlos Menem won a victory in his battle against the bureaucrats when the Economy Ministry backed his plan to cut 120,000 government jobs over three years. Page 22

Cuban crackdown
Cuba said it had extended a crackdown against crime and corruption to the whole island, netting more than 500 "crime tycoons" in the past month, including some police officers and officials.

Rebels kill 100
Tamil rebels may have killed more than 100 soldiers fleeing a military camp in the jungles of northern Sri Lanka, the government acknowledged.

Seizeback for Collor
Brazilian president Fernando Collor suffered a setback in Sunday's run-off elections for state governors. Page 5

Eight die in crash
Seven crew and a passenger were killed when a Soviet military transport aircraft crashed as it was preparing to land near the Soviet Central Asian city of Alma Ata.

German rail strike
Rail workers in eastern Germany extended their strike for more pay and job security, halting passenger and goods train services in the country's first big labour dispute since unification. Page 3

Doctors murdered
Two plastic surgeons were stabbed to death while working in the burns unit of a hospital in Wakefield, northern England. A 24-year-old man was arrested.

Opposition gains
Ivory Coast opposition candidates gained seats in parliament for the first time after an election ending 30 years of one-party rule. Page 4

Sparkle goes flat
France's champagne producers recorded a spending increase in profits and sales last year, but their immediate future looks flat, a Bank of France study says. Page 22

SAS moves to boost control over airline business

By Philip Stephens, Political Editor, in London

CONSERVATIVE MPs vote for a new UK prime minister today with supporters of Mr John Major, the chancellor, claiming he is in sight of outright victory, but his opponents equally confident that the momentum of his campaign has been halted.

Amid a welter of disputed claims and disinformation during yesterday's campaigning, Mr Michael Heseltine, the former defence secretary, insisted that he was set to emerge the winner from a final round of voting on Thursday. It was Mr Heseltine who last week forced Mrs Margaret Thatcher out

of the leadership race. Mr Douglas Hurd, the foreign secretary, acknowledged that he was in third position, but refused to accept that his chances in the race had evaporated. He claimed instead that he could yet emerge as a last-minute choice.

Observers at Westminster said that the contest would turn into a straight fight on Thursday between Mr Major and Mr Heseltine, with the outcome too close to predict.

The rougher nature of the behind-the-scenes campaigning was reflected in charges that Mr Major's brief stint at the

Foreign Office had been disastrous, that Mr Hurd's bullishness would repel the voters, and that Mr Heseltine's record showed him as excitable and authoritarian.

One member of the cabinet infuriated Mr Major with disparaging remarks about his command of foreign affairs at a time when Britain faces the prospect of war in the Gulf.

As teams of canvassers swept through the corridors and lobbies of the House of Commons to win over wavering MPs among the party's 372 MPs, Mr Major's camp claimed that it had secured firm pledges from upwards of 165 MPs. That is about 20 short of the 187 needed for outright victory.

The chancellor's campaign received a boost from a report

delivered last night to back-bench MPs on the mood in the constituencies. It indicated that soundings at the weekend showed 70 per cent of the party's activists favoured Mr Major as leader. Both Mr Heseltine and Mr Hurd, however, received strong backing from Conservative peers and from members of the European Parliament.

In an interview with the Financial Times, Mr Major implicitly rejected charges from his opponents that he had become a "prisoner of the right" of the Tory party. He

Continued on Page 22

Matsushita announces \$6.1bn takeover of MCA entertainment

By Alan Friedman in New York and Ian Rodger in Tokyo

THE BIGGEST Japanese takeover in the US was unveiled yesterday when it was announced that Matsushita, the Osaka-based electronics concern, is to pay \$6.1bn in cash for MCA, the Hollywood entertainment group.

The takeover, which is also the largest US corporate takeover of 1990 so far, is expected to prompt further political rumblings about the march of Japanese capital across America's corporate landscape.

MCA owns Universal Pictures, the MCA and Geffen record labels and a cluster of publishing, theme park and property assets.

The takeover - which calls for the payment to MCA shareholders of \$6.1bn a share plus separate stock in MCA's WWOR-TV television subsidiary that is worth about \$5 a share - puts a total effective value of \$6.6bn on the Hollywood company.

The deal is twice as large in money terms as last year's \$3.4m takeover of Columbia Pictures by Japan's Sony Corporation and means that four of the seven big US studios are now foreign owned.

Mr Rupert Murdoch has taken over Twentieth Century Fox and Mr Giancarlo Parretti has acquired MGM/UA.

Mr Akio Tanai, Matsushita's president, said in Tokyo yesterday that his company's decision "had nothing to do with the moves of other companies".

Analysts believe Matsushita is getting more assets and better value with the MCA purchase than Sony did when it bought Columbia Pictures.

The price is well below the \$90 to \$90 a share Mr Lew Wasserman, MCA's chairman, had hoped for when negotiations began two months ago.

MCA's share price was down 5% yesterday morning at \$65.4.

Matsushita is betting that its best future strategy lies in what it calls "the ideal integration of software and hardware", in this case entertainment products such as films and records and consumer electronics such as its Panasonic products. With an eye on potential political reactions to the deal, Matsushita pledged to keep MCA's management intact and said it was committed to maintaining "creative independence" at MCA.

The Japanese company, which employs Mr Robert Strauss, the MCA board member and veteran Democrat politician, as a lobbyist, also said it recognised that MCA's film library is a precious national resource and has pledged to

dedicate resources to MCA's continuing efforts to restore and preserve America's films".

The acquisition was first suggested to MCA several months ago by Mr Michael Ovitz, Hollywood agent and power broker. His company - Creative Artists Agency (CAA) - was hired by Matsushita a year ago, when CAA was advising Sony on the Columbia Pictures takeover. CAA stands to earn an estimated \$40m in fees.

In order to conform to US regulations MCA's WWOR-TV television subsidiary will be spun off as a stand-alone company before the takeover is completed, with one WWOR share to be paid for every five MCA shares held.

Matsushita has also agreed to sell off MCA's Yosemite Park concession in California, valued at about \$150m, because of demands on the part of local environmentalists.

The deal was wrapped up on Sunday evening in New York, with Mr A Ovitz and Mr Strauss acting as intermediaries and MCA advised by Mr Felix Rohatyn of Lazar Freire.

Source, Page 20; Lex, Page 22; Cautious Optimist, Page 23; Market reports, Back Page, Section II



Smiling in adversity: Tadeusz Mazowiecki celebrates in Warsaw in spite of his poor election performance

Polish PM quits after poll failure

By Christopher Bobinski in Warsaw

MR TADEUSZ MAZOWIECKI, Poland's prime minister, said yesterday he and his government were resigning after his poor showing in the first round of presidential elections on Sunday.

"Society has made a choice and I have drawn a conclusion from it," he said on state television. "I have decided to submit the resignation of my government."

Mr Mazowiecki trailed in third position in the presidential voting, winning only 18 per cent.

He was beaten not only by Mr Lech Walesa, the Solidarity union leader, but also by the

almost unknown 42-year-old Polish-Canadian businessman, Mr Stanislaw Tyminski.

Mr Walesa led the field of candidates with just 40 per cent - a disappointing tally for him, while Mr Tyminski snatched second place with 23 per cent. Voting was not heavy; only 60 per cent of voters went to the polls.

Mr Tyminski said at his campaign headquarters in Warsaw that he was confident about winning the presidency in the second round of the election on December 9. "I hope to be in

Under EC rules, the Commission has the power to stop mergers that restrict competition in the EC market or in a substantial part of it. The debate between commissioners was claimed to be about what constitutes a "relevant market", although officials said the real issue was a blatant effort by some commissioners to protect their own home markets.

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British business: The lack of clear government policy for small businesses Page 11

Technology: Using computers to improve business performance Page 16

Editorial Comment: Tory MPs — the choice before them; The way ahead for Poland, Page 20

Farm machinery: Facing rationalisation Page 33

Bank credit freeze heightens fears over recession

The warning by Nicholas Brady, the US Treasury secretary, to banks not to choke off credit to business highlights fears that the economic downturn in the US and elsewhere could turn into a deep recession. Page 22

MARKETS

STERLING: New York close (1.9676) London (1.9675) DM 6.0725 (1.4885) FF 6.0173 (5.01) SFr 1.2620 (1.2800) FF 0.9385 (0.8829) SF 2.49 (2.475) Y 258.92 (250.5) Y 258.75 (250.5) £ index 94.5 (94.3)

DOLLAR: New York close (1.4865) London (1.4865) DM 1.922 (1.486) FF 6.03 (5.0075) SF 1.267 (1.2586) Y 128.92 (127.13) London (1.482) DM 1.922 (1.486) FF 6.03 (5.0075) SF 1.267 (1.2586) Y 128.92 (127.13) Tokyo close: Y 127.35 (127.3) US closing rates Fed Funds 7½% (7½%) 3-month Treasury Bills: yield: 7.230% (7.22) 3-month interbank: 23.762.86 (+362.56)

STOCK INDICES: FT-SE 100: 2,151.5 (-16.6) FT Ordinary: 1,696.5 (-13.6) FT-A All-Share: 1,035.23 (-0.7%) New York close DJ Ind. Av.: 2,615.84 (-11.

EUROPEAN NEWS

Staff strike at US bases in Germany

By Judy Dempsey

More than 10,000 workers employed by the US and other military services in Germany staged warning strikes yesterday, demanding new pay contracts and other guarantees as a result of troop reductions in Germany, union officials said. AP reports from Stuttgart.

A US military official said it was not immediately clear if the strikes were affecting movements of US troops and equipment from Germany to Saudi Arabia.

Those movements are being conducted to bolster Western forces faced off against Iraq.

French construction

Growth in the French construction industry is expected to slow to 2.5 per cent in 1990 and 0.5 per cent in 1991, according to Mr Jean Domange, chairman of France's National Building Federation (FNB). Reuters reports from Paris.

The construction industry should experience the same progressive slowdown seen in the French economy as a whole, Mr Domange told the French financial daily *Les Echos* in an interview.

He added that "After 3.5 per cent growth in 1989 and 2.5 per cent expected in 1990, we are only forecasting 0.5 per cent in 1991."

Bulgarian PM fights for political life

By Judy Dempsey

A NATIONWIDE strike called yesterday by Podkrepa, Bulgaria's independent trade union, failed to win mass support and may allow Mr Andrei Lukyanov, the prime minister, to remain in power for another few days.

The strike, organised by Mr Konstantin Trenchev, the leader of Podkrepa, was aimed at forcing out Mr Lukyanov from office, even though his ruling Bulgarian Socialist Party won a comfortable majority in last June's first free elections.

The strike virtually paralysed transport in the capital Sofia. Support for the opposition Union of Democratic Forces, a loose coalition of 16 political groupings, and Podkrepa is greatest in the large cities.

The Union, which has more than 500,000 paid-up members, said all domestic and international flights had been cancelled. However, a spokesman at the airport blamed stoppages on fog.

At Bulgarian radio, journalists said they had staged symbolic strikes as staff at hospitals, where doctors said they would stop work for an hour.

Despite conflicting reports about the success of the strike, Podkrepa said it would continue it until Mr Lukyanov's government resigned.



Supporters of Podkrepa trade union join an anti-government rally in Sofia yesterday

It is clear that a battle of wills is taking place between the BSP on one side and the UDF and Podkrepa on the other.

So far, Mr Lukyanov has survived a no-confidence vote. Last Friday, 201 parliamentary deputies backed his budget proposals while 159 UDF deputies opposed him.

After the result, the UDF said it would withdraw from parliament, making Mr Lukyanov's reform attempts almost impossible.

At issue - and despite the BSP's victory at the elections - is the perception by growing sections of the population that Mr Lukyanov is not dismantling the old communist apparatus.

This remains strong in the countryside and in enterprises.

Mr Lukyanov has vowed to speed up the reforms, if he receives support from the UDF. But it appears the UDF is determined to continue its opposition at a time when the country is facing its worst food shortages since the Second World War.

Kohl urges industry to help feed Soviet Union

By David Goodhart in Bonn

CHANCELLOR Helmut Kohl yesterday urged his country's industries to join a nationwide campaign to send food to the Soviet Union.

He said President Mikhail Gorbachev had asked him for quick private aid, and experts from five Bonn ministries to Moscow today to investigate what it needs.

Mr Kohl is sending his closest foreign policy adviser, Mr Horst Teitschik, and experts from five Bonn ministries to Moscow today to investigate what it needs.

According to some German officials, Bonn's food aid will be worth DM500m (£133m).

The Bonn operation, to be modelled partly on the US supply of "care packets" to post-war Germany, is being described as the the biggest aid operation since the war.

Emergency aid for the Soviet Union was first mooted in the US earlier this month; several other countries are also planning aid programmes.

Tomorrow, Chancellor Kohl, along with several other prominent German politicians, is due to appear on German TV to appeal for money for the "Help Russia" campaign organised by the magazine Stern, and by the Care organisation, formed specifically to co-ordinate the aid. Several other German aid bodies are also involved.

Mr Kohl has already stressed that it is vital to ensure efficient delivery of the aid otherwise potential givers will become disengaged. Germans provided a large amount of the foreign aid sent after the Armenian earthquake.

The Bonn government has indicated that it is ready to release some of the DM500m (£227.5m) worth of emergency food supplies that have been stored in west Berlin to be used in the event of another siege of the city.

Mr Gerhard Stoltenberg, the defence minister, has approved of Bundeswehr participation in the transport and distribution of food.

It is planned that Bundeswehr drivers should be armed, for defence against hijack, which could cause problems with the Soviet authorities.

EC ministers balk at Commission's social measures

By Lucy Kellaway in Brussels

THE EUROPEAN Commission yesterday suffered a serious setback in its attempts to build a "social Europe", as the proposals themselves stand, a good chance of being adopted on a qualified majority, on a much more modest basis the chances are negligible.

The UK strongly opposes the content of the directive on part-time work, which insists that such workers should be entitled to the same benefits and conditions as full-time workers. The UK argues this would only succeed in increasing the costs of employing part-time workers. Germany is also concerned that the proposals would be incompatible with its existing social security system.

The Commission, which is anxious to see as many of the social affairs directives adopted as soon as possible, had presented it in a form that would only need the support of a qualified majority of member states. Ministers said yesterday that the proposals - like all other EC social measures - had to be unanimous support in order to be approved.

The matter is of central importance to the Commission, which is anxious to see as many of the social affairs directives adopted as soon as possible, had presented it in a form that would only need the support of a qualified majority of member states. Ministers said yesterday that the proposals - like all other EC social measures - had to be unanimous support in order to be approved.

The matter is of central importance to the Commission,

EC plan to save fish stocks

THE European Community's executive Commission is expected to unveil an emergency plan on Wednesday to save EC fish stocks depleted by years of overfishing, EC officials said. Reuters reports from Brussels.

The reasons for action, they argue, have as much to do with economics as ecology - if the seas are fished clean now there will be nothing left to catch in the future.

"We're not cranky ecologists. If we don't change our ways soon, we're heading straight for catastrophe," one commission official said. Top of EC Fisheries Commissioner Mr Manuel Marin's list is a ban on drift nets, the indiscriminate

EC agrees shipbuilding package

By Lucy Kellaway in Brussels

EUROPEAN industry ministers yesterday agreed on new conditions for rationalising and reducing subsidies to the European shipbuilding industry. These will provide for a further three years of protection for shipyards, but under stricter conditions.

Agreement on the directive was complicated by the need to deal with the former east German shipbuilding yards, which in terms of output are the second most important in the Community. However, they are not likely to be able to comply with the EC's new rules.

Despite grumbling from

some member states such as Denmark and Holland, which would have liked tougher terms to be applied, the directive leaves the way open for special treatment for the east German yards.

It acknowledges the particular difficulties of the east German shipbuilding industry, but says that it is not yet clear how much aid would be justifiable. The yards have no published accounts and it is not clear how many of its Comecon orders will be respected.

The Commission is to consider the matter once the facts are known, and will then invite a submission from the German government on its plans for the industry.

The new scheme - the seventh EC shipbuilding directive - will run for three years and replace the existing one, which expires at the end of 1990.

It provides for a steady reduction in subsidies, although the precise level is not laid down in the directive itself but set periodically by the Commission.

Next month Brussels will decide on the level for next year, which is likely to be cut from 20 per cent to between 11 and 15 per cent.

Gloom in Efta after talks with EC fail

By David Bucken in Brussels

GOVERNMENTS of the European Free Trade Association (Efta) will find it very hard to persuade the people in their countries to accept rules - over which they have little or no control - for a common economic zone with the European Community, a senior Efta diplomat warned yesterday.

Speaking after high-level talks last week failed to produce a political breakthrough, Mr Benedict von Tscharner, Switzerland's ambassador to the EC, the Swiss currently hold the Efta presidency, said the Efta would be "very difficult to present to our parliaments and peoples" a treaty that would affect them directly but give them little say in the treaty's present or future content.

Last week, Efta negotiations stalled demands which Brussels officials complain would virtually amount to replicating EC institutions at the level of the 19 states that would make up the European Economic Area (EEA).

Brussels is keen to offer Efta no more than consultation on the framework of Community legislation - which would form the core of the EEA rulebook - so as to preserve autonomy of Community decision-making.

As a result of this deadlock, a formal review of the complex Efta negotiations by ministers from the 12 EC and seven Efta states now look likely to sit next week to December 12.

Problems seen for east Europe in fostering entrepreneurs

By John Wyles and Sari Gilbert in Rome

THE BASIC problem involved in the passage of east European economies from state to private ownership is to encourage the emergence of an entrepreneurial class, Mr Guido Carli, Italy's Treasury Minister, told an FT conference here yesterday.

In a keynote address on the political and economic scene in Europe over the next 10 years, he stressed the difficulties which would arise in east European countries as social inequalities emerged.

Economic and monetary union in western Europe would become the fulcrum of the continent's development in the next decade, said Mr Carli, because it would be "a point of certainty". As a result of moving to a single currency based on the Ecu, the European Community would have such a central role in international monetary affairs that the question could arise of relocating in Europe some of the post-war monetary institutions such as the World Bank and the IMF.

Mr Gustav Bager, director general of Hungary's finance ministry, forecast that the privatisation process in his country would be dominated by foreign investment in the first half of the decade. In the second half, however, it would be driven principally by Hungarian owners and managers and "more critically, entrepreneurs".

Foreign investors had been given full legal protection and also the possibility of majority ownership of joint ventures. At the same time, trade was being progressively liberalised so that by next year 88 per cent of convertible currency imports would be able to enter the country without an import licence.

Reporting on Poland's economic adjustment programme, Professor Karol Lukowski, an adviser to the deputy prime minister, listed the achievements so far as a broadly liberalised price system with drastically reduced subsidies, equal tax and credit systems in all economic sectors, abolition of rationing, and the domestic convertibility of the zloty on the current account together with the removal of quantitative restrictions and drastic tariff reductions.

Dr Karla Trdlicova, of Czechoslovakia's Institute of Economics, stressed the unfavourable political and social background to economic reform in her country. There was a widespread fear of inflation and unemployment, resistance to working harder to

realise his potential. High growth potential in the automobile market is likely to develop over the long term rather than in a more immediate period.

Yesterday's session was concluded by Sir Frank Cooper, director of N.M. Rothschild, who addressed the issue of western bankers and the emergent market economies. Sir Frank said that the establishment of effective and transparent banking regimes in central and eastern Europe was "critical" to the establishment of the confidence needed for banking relations to prosper.

But internal macro-economic realities, such as falling GNP, inflation, low domestic savings and soaring unemployment, would inevitably weigh heavily on the foreign investor's mind.

Internal and external difficulties were offset by a series of positive points such as the area's high education standards, its broad social equality and its tradition of discipline.

In addition, vast financial resources were to be made available by western governments and international financial institutions.

Western bankers were therefore hardly able to ignore the vast development potential created by the need for financial and technical advice, the "extraordinary demand" for infrastructure development and the growing trend toward privatisation which in eastern Europe would be the major determinant of economic transformation.

FT CONFERENCE**BUSINESS IN EASTERN AND CENTRAL EUROPE**

maintain the previous standard of living, and tensions created by the separatist movement in Slovakia.

Evidence was emerging of a possible loss of confidence in the economic situation, said Dr Trdlicova who cited a steep decrease in the savings ratio and a high propensity to spend on durable goods, jewellery and property.

Dr Felice Giannelli, general manager of the Italian Bankers Association, also spoke in the morning session.

A note of caution was introduced by Sir Alan A. Walters, professor of economics at Johns Hopkins University, Baltimore, and a director at Putnam, Hayes and Bartlett Inc.

He began by saying that the 500-day plan of Russia's President Boris Yeltsin to turn the Soviet Union into a market economy was highly unfeasible and that 500 weeks, more or less a decade, would be a far more realistic estimate, "if all goes well".

He listed monetary overhang and therefore repressed inflation, the absence of a real price system, an unmanageable monopolistic industrial structure, and the lack of capital markets as the main problems affecting the area's economy. He added that, at present, in many Eastern European countries there was a vast difference between the existing legal framework and reality.

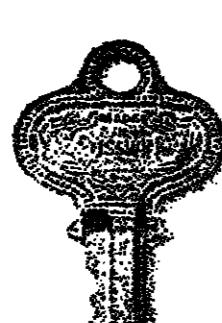
Mr Paolo Camerelli, managing director of Fiat Auto, illustrated the viewpoint of private industry. Assuming that consumption standards would gradually approach those of the west, the number of potential consumers in eastern Europe meant the opportunities for market development were substantial. At the moment, however, a variety of difficulties existed, primarily of understanding for a world in which the rules of the game are still lacking", Mr Camerelli pointed out that changes in the economic and legislative field were unlikely to be as radical and rapid as recent political developments.

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Rail workers begin strike in east Germany

By David Goodhart in Bonn

MOST OF east Germany's 250,000 rail workers yesterday downed tools, in the first series strike since German unity. The stoppage, which threatens to be the first shot in a lengthy dispute, is in support of demands for no redundancies and for wages to be raised by 10-30 per cent of the west German level.

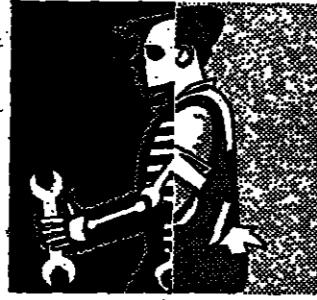
Despite a round of pay rises soon after monetary union in July, pay levels in east Germany average 40-45 per cent of west German levels.

Support for action could grow in the new year, after subsidies for rents and heating are removed. The all-German rail union claimed 97 per cent of its east German members were supporting the action.

Average monthly pay on east German railways is between DM1,100 (£380) and DM1,500, (£515) compared with DM2,000 (£1,068) to DM3,500 (£1,211) in west Germany. The east German rail system currently employs 250,000 people on 14,000 kilometres of track, compared with 230,000 west German rail workers on 27,000 km; a major round of redundancies is expected.

System faces radical treatment

Part-private prescription for Czechs' disease of the centre



HEALTH IN EASTERN EUROPE

IF ECONOMIC reconstruction is the first priority in formerly communist countries such as Czechoslovakia, reform of corruptly-managed and cash-starved social welfare services must come a close second.

In Prague, the task of improving without cost the quality of health care has fallen to Mr Martin Bojar, a 43-year-old neurologist and Civic Forum activist from Charles University. On a recent visit to London, he explained the nature of Czechoslovakia's health care dilemmas and discussed some radical options for reform.

Some of his ideas - such as

the introduction of mandatory health insurance and a big expansion of private medicine - appear far more radical than anything being considered for the British NHS, writes Michael Prowse

Some of the ideas for a costless overhaul are far more radical than anything being considered for the British NHS, writes Michael Prowse

the introduction of mandatory health insurance and a big expansion of private medicine - appear far more radical than anything being considered in the UK.

Czechoslovakia spends nearly 4 per cent of national output on health care, a high proportion given the low overall standard of living. But this expenditure, which has risen rapidly in recent years, appears to buy little.

Mortality rates are among the highest in Europe - higher even than in Poland or the Soviet Union. Life expectancy at birth is five or six years lower than in western Europe.

As in the rest of eastern Europe, such grim statistics are partly a consequence of heavy industrial pollution and unhealthy lifestyles. But they also reflect the way health care has been organised during the communist decades.

Like all other aspects of social and economic life, the medical profession was subject to totalitarian control. In a paper advocating reforms, Mr Bojar and others argue that state monopoly undermined the motivation of health workers and dehumanised the service. The fact that loyalty to the Communist Party, rather than ability or hard work, was the main factor determining promotion has had disastrous implications for the culture of socialist personnel.

Motivation was also impaired by salary structures. Mr Bojar, as a deputy head of department at a prestigious medical school, earned Kcs3,300 (£71) a month, the average for unskilled industrial workers.

Inefficiency on the supply side was matched by inequity in the distribution of care. In theory, Czechoslovakia's national health service offered free treatment on an equal basis to all citizens regardless of their income or rank.

The reality was different, with relatively prosperous regions and privileged groups - such as party officials and the army - monopolising a disproportionate share of

In practice, it was not possible to prevent private medicine

Chemicals region puts its hope in Kohl

Leslie Colitt finds a 'Chancellor bonus' still paying dividends in depressed Merseburg

IN THE soot-blackened heart of the former east German chemicals industry - as elsewhere in the five new eastern Länder - the result of the first all-German general election next Sunday seems a foregone conclusion.

"We are not even conducting an election campaign in the western sense," admitted Mr Wolfgang Jenka, deputy president of Merseburg district. Mr Jenka is a member of Chancellor Kohl's Christian Democrats (CDU), which romped to victory in east Germany's three previous elections this year.

Even in Merseburg, a prewar Socialists stronghold, the CDU captured 31 per cent in local elections last May, against the Social Democrats' 21 per cent. The vote mirrored the result countrywide.

"We are still operating with a Chancellor bonus," said Mr Herwig Hiltner, who is the CDU mayor of Merseburg, a town of 45,000 situated in the similarly named district of 118,000 and located midway between Halle and Leipzig in the re-created Land of Saxony-Anhalt.

Typically for local politics in the east, he typifies a grand coalition of parties in the town assembly. Mr Hiltner fears the "coal dividend" would be whitewashed away in this ravaged industrial heartland of east Germany, where infant suffer acute respiratory illnesses and the cancer rate is far above average.

Just as the hopes of ordinary east Germans are fixed on Mr Kohl and his promise of prosperity, so Merseburg and every town and district in east Germany relies almost entirely on funds from Bonn for survival.

This dependence is unlikely to decrease in coming years, as the largest employers and potential taxpayers in



German elections

Merseburg district, the Buna and Leuna chemicals plants, are piling up huge deficits and face a highly uncertain future. Most of their more than 40,000 employees are on short-time work, which will end next June when they are likely to join the ranks of the unemployed.

Mr Herbert John was elected president of Merseburg district last June and is the only head of an east German district to belong to New Forum, the movement which helped topple the Communist regime last autumn.

In his cluttered office in ancient Merseburg Castle, replete with a parrot - "no room for the bird in my one-and-a-half-room flat" - Mr John (41) warned that a "gigantic political time-bomb" was ticking away in the district.

His prediction was that if the Bonn government was not prepared to assume the debts of the chemicals

plants and the decontamination of their sites, the costs of which will run into many billions of DMs, western chemical companies would not begin to consider investing in the area and the once proud east German chemicals industry would collapse.

Many dismissed workers were originally bricklayers, mechanics and electricians who could easily find employment in smaller new companies. But these do not yet exist.

According to Mr John, prospective entrepreneurs were unable to obtain property as the regional Treuhand, the agency in charge of privatisation, in Halle was too slow in approving transactions. His is a complaint heard across east Germany.

Thus, a growing number of people in Merseburg district, as elsewhere in the east, now commute to work in west Germany, returning at weekends.

Outlook for champagne goes flat

By William Dawkins in Paris

FRANCE'S champagne producers recorded a sparkling increase in profits and sales last year, but their immediate future looks flat, warns a Bank of France study.

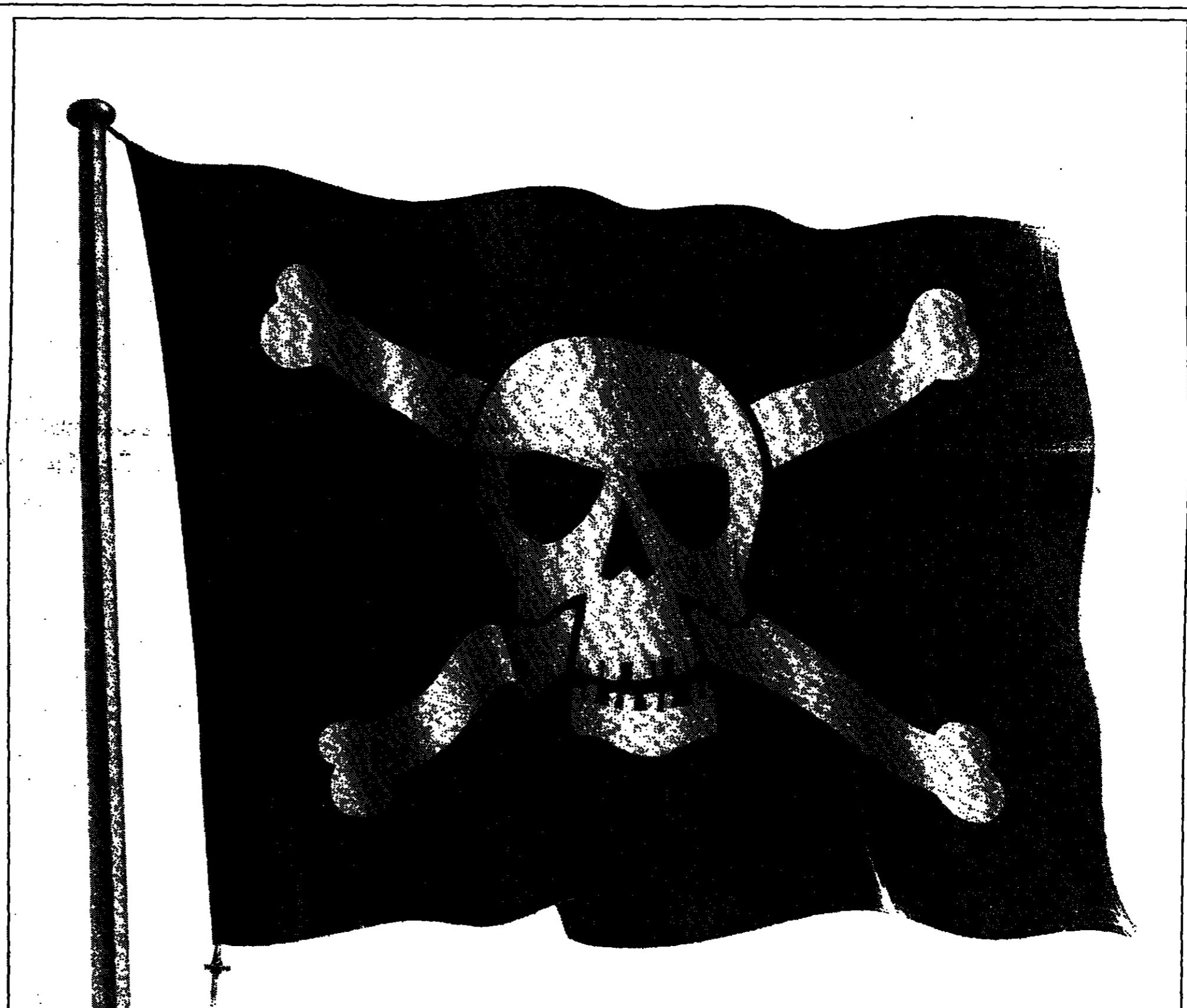
The east German chemicals industry was based on highly-polluting brown coal to produce petrol at Leuna, originally built during the First World War as an ammonia plant, and synthetic rubber at Buna, built in 1936 by the Nazis.

A gaping hole, 100 metres deep, 12 kilometres long and 4 km wide, is all that remains of 16 villages which were razed to make way for the gigantic bucket-wheel coal excavators. Filling the hole with water from the Saale River would create one of the largest lakes in Germany and cost an estimated DM600m (£227m). The reclamation scheme would provide jobs in the construction industry and an attraction in the land-locked southern part of east Germany.

The idyllic eastern part of Merseburg district is dotted with castles which could be converted to small hotels. It contains the magnificent former spa of Bad Lauterberg which has a restored wooden theatre and opera house designed by Goethe.

Added to last year's crop shortages, this is likely to lead to increases of 10-20 per cent in the price of champagne, fear leading producers.

The study also highlights the diminishing number of small family-owned champagne houses, increasingly being taken over by more larger and profitable groups able to fund the high investment and export costs needed.



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INTERNATIONAL NEWS

Concern in Tokyo over year's largest corporate failure

By Robert Thomson in Tokyo

THIS FAILURE yesterday of Kyowa Corporation, a Japanese steel frame builder with heavy property exposure and outstanding debts of Y150bn (£390m), has heightened concern that many small and medium-sized companies will fall victim to softening property prices and tighter controls on real estate related lending.

Kyowa, an unlisted company, filed for protection yesterday with the Tokyo district court in the largest bankruptcy this year, although government officials expect the case will not be the last among companies which have diversified from core businesses into property development.

Meanwhile, Mr Yasushi Mieno, the governor of the Bank of Japan, said yesterday that a package of tax and monetary measures is needed to bring land prices down. He said that attention should be placed not on the present downturn, but on ways of ensuring that prices fall further.

Mr Mieno has previously said that he would welcome a gradual fall in land prices. The present price weakness is most evident in the condominium market, with a slump in second-hand prices, and a decline from 90 per cent to around 60 per cent this year in the proportion of units sold within a month of being offered for sale.

Kyowa's problems apparently arose from its housing and golf course development projects, as the company reported that the steel frame business has remained strong.

An official at Teikoku Data Bank, a credit research agency, said that Kyowa had been



Mieno package needed

undetermined by the sharp rise in interest rates over the past year and increased Ministry of Finance restrictions on real estate lending. The company's demise appears to be typical of the fate facing other small and medium-sized non-property companies which attempted to profit from Japanese property boom in recent years, but which are vulnerable in the changed financial conditions in April this year.

"There will certainly be more cases like this."

The real question is whether a listed company will go under. At the moment there are doubts about a couple of companies, but they could get through okay," a property specialist at a British securities house said.

Properties could reach a critical point early next year, as construction companies have rushed to fulfil outstanding contracts in recent months, with condominium starts up 65 per cent in September.

Keidanren chairman, 79, to resign amid age row

By Stefan Wagstyl in Tokyo

MR Eishiro Saito, 79, chairman of the Keidanren, the Japanese employers' federation, yesterday announced his intention to resign next month after almost five years in office.

His successor will be Mr Gaiishi Hiraiwa, 76, a vice-chairman, who first challenged Mr Saito for the chairmanship in 1986 and has made no secret of his ambitions ever since.

Mr Hiraiwa will face a tough challenge trying to rejuvenate the Keidanren, which has seen its influence decline in recent years as individual Japanese companies have grown wealthier, more powerful and more self-confident in their dealings with the government.

He is chairman of Tokyo Electric Power, the electricity company. A graduate of the law department of Tokyo University, the alma mater of many of Japan's top businessmen, he joined Tokyo Electric Power in 1951. He was president from 1976 to 1984 and has been chairman since then. He became a vice-chairman of the Keidanren in 1978.

Mr Hiraiwa has strong links with the UK, partly through establishing contracts for the reprocessing in the UK of Japan's nuclear waste. He was made an Honorary Knight Commander of the Order of the

British Empire in 1987.

He had hoped to take over earlier this year when Mr Saito's second two-year term in office was ending but was forced to retreat in the face of Mr Saito's refusal to retire. Mr Saito, who is also chairman of Nippon Steel, secured a third term, declaring "no matador runner would think of retiring before he starts a score".

Mr Saito was particularly annoyed by calls that he should give way to a younger man. However, he had also been criticised for inadequate leadership during the country's Recruit scandal in which Japanese business ethics were called into question.

It now appears that he may have decided then to remain in office only a few months longer, to dispel any suggestion that he had been pushed out sooner than he wanted to go.

Mr Saito's resignation and Mr Hiraiwa's appointment are to be endorsed at a general meeting next month.

The same meeting is expected to support rule changes limiting to 70 the age at which chairmen and vice-chairmen can be inaugurated. Mr Saito said yesterday: "Since I am 78 years old and the new rules aim at rejuvenation I decided to take the initiative."

Philippines growth slows down sharply

PHILIPPINE economic growth slowed sharply in the first nine months of 1990, with manufacturing output growth below half its 1989 level, Reuter reports from Manila.

Confirming a sharp downturn in the economy, the National Statistical Co-ordination Board said growth in real gross domestic product fell to 2.8 per cent in the first nine months, compared with 5.6 per cent in the same period last year.

The manufacturing sector, hit by an electric power shortage in the second and third quarters, grew by just 2.5 per cent against 5.07 per cent.

Mr Jesus Estanislao, the finance secretary, said at the weekend that he expected growth in the gross national product to be around 3.5 per cent for the full year, against 5.7 per cent last year.

He projected growth would fall further to under 2.5 per cent in 1991.

A team from the International Monetary Fund has been in Manila to draw up a new funding agreement with the Philippines.

Meanwhile, an opposition senator, Mr Ernesto Maceda, who is chairman of the Senate defence committee, called on President Corazon Aquino to "do a Thatcher" and resign immediately.

Mrs Aquino says she will not stand again, but will finish her term in spite of the deteriorating economy and threats from army dissidents to oust her. Elections are 18 months away.

Chinese dissidents face treason charges

By Our Foreign Staff

THE Chinese authorities have charged two alleged leaders of last year's pro-democracy movement with plotting to overthrow the government, even talking of the possibility that Iraq may have a crude device within months.

However, several specialists in nuclear proliferation believe that the administration is exaggerating the immediate dangers.

Mr Bush told US forces in the Sandi

desert last Thursday that those who measured the Iraqi nuclear timetable in years "may be seriously underestimate the gravity of the threat".

On Sunday, Mr Brent Scowcroft, the

• THE MIDDLE EAST

Bush administration revives nuclear spectre

By Peter Riddell, US Editor, in Washington

PRESIDENT George Bush and his senior advisers have been making increasingly strong warnings in the past few days about the dangers of Iraq's possession of nuclear weapons - even talking of the possibility that Iraq may have a crude device within months.

Relatives of the two men have received notices that Chen and Wang had been accused of "plotting to overthrow the government and counter-revolutionary incitement". Not Kuo-tian, Wang's wife, had been campaigning for his release.

The government is said to be preparing to hold trials for alleged ringleaders of the 1989 protests, which began with a student march in Peking in April this year.

The movement was crushed when the army opened fire on protesters in Peking on June 3, killing hundreds. Contrary to official claims that only a handful of dissidents remain in jail, the human rights group, AsiaWatch, believes China still holds 900 prisoners of conscience.

Hundreds of protesters have been sent to labour camps, a punishment that requires no trial. Dozens of others have been tried secretly, and at least 18 are known to have been executed.

Wang Juntao has been in China's main political prison, Qinching, north of Peking, since his arrest in Guangzhou late last year.

He is vilified more for his biting appraisal of the regime's weakness than any physical act of rebellion.

The spokesman claimed Iraq had reneged on a deal, reached last month

quoted estimates ranging from months to as much as 10 years. He said that allowing sanctions to run for a year or two years raised the possibility the US could face a nuclear-armed Iraq.

Mr Dick Cheney, the defence secretary, said the estimates ranged from a worst case assumption of a year or less for having some kind of crude device, to between five and 10 years for having a deliverable weapon.

To back this claim, Mr Cheney said Iraq had made efforts to develop the capacity internally to produce highly enriched uranium, a prerequisite for being able to produce a nuclear device.

Mr Cheney said that such a device "wouldn't be anything you could deliver from an airplane, it wouldn't be

anything that could be weaponised, but it would be capable of doing some kind of damage, of producing some kind of yield, a very crude system."

The administration's greater emphasis on this point comes in part because the Iraqi nuclear threat is by far the justification for military action most acceptable to the US public: 54 per cent believe that preventing Iraq from acquiring nuclear weapons is a good enough reason to take military action, according to a New York Times/CBS poll.

The general view is that it will take long to develop a deliverable device.

The most pessimistic Israeli assessment is that Iraq will need at least two years to begin warhead production and most

analyses suggest that Iraq still faces big technical problems in creating a nuclear arsenal, which could take five or more years to overcome.

Yet there is general agreement that by the mid-1990s Iraq could have developed a nuclear arsenal and, moreover, the long-range missiles to pose a threat not only to Israel and the Middle East but also parts of Europe.

Consequently, destruction of Iraq's missile and nuclear capacity will be a priority of any attack.

And even if Iraq does not meet the conditions of the existing United Nations Security Council resolution and withdraws from Kuwait, the US will press for action to deal with the acquisition of such weapons.

US snubs Iraqi plan to avoid 'accidents'

By Lamis Andoni
in Aruman

AS the US rallies support for a UN resolution to authorise the use of force against Iraqi troops in Kuwait, Iraqi officials say they are still awaiting a reply to a proposal to avoid accidental military conflict in the Gulf.

The Iraqi proposal, first conveyed on August 21, urged the US to agree to a meeting of experts from both sides to prevent accidental air and naval clashes that might trigger a war.

US officials confirmed receipt of the Iraqi memorandum but said Washington, suspecting that President Saddam Hussein would seek to blame the US in case of an accident, chose to ignore the request.

From the Iraqi viewpoint, the US is deliberately ignoring the suggestion in order to have a pretext to strike. In its memorandum, Iraq implied that it was seeking to update a previous bilateral deal signed in 1987, three months after Iraqi warplanes accidentally hit the USS Stark in the Gulf and killed 37 servicemen.

Both sides refuse to reveal the provisions of the 1987 agreement, but a western military analyst in the region said yesterday that under the accord, signed during the Iran-Iraq war, Iraqi pilots would give a special call signal identifying themselves to American warships without alerting the Iranian forces.

The set-up, however, is no longer valid following the end of the Gulf war in 1988 and the dramatic shift in regional alliances after the invasion of Kuwait.

The Iraqis, in their memorandum, said they were ready to discuss a new arrangement for the Gulf crisis, but the US is reluctant to enter into bilateral contacts or give away any information about the deployment of US forces.

"Such agreements involve an exchange of information which does not seem possible at this stage of relations between Iraq and the US," said the analyst.

The Iraqi note was in response to a US warning to Iraqi armed forces to stay clear of US ships in the Gulf and that the illumination of US ships and aircraft by Iraqi radar would be considered a hostile act.

MOSCOW WARNS BAGHDAD OVER RENEGED HOSTAGE DEAL

THE Soviet Union yesterday warned it would toughen its attitude towards Baghdad unless Soviet nationals detained in Iraq were freed, Our Foreign Staff writes.

The warning came as Moscow hosted a fresh round of talks before Thursday's UN Security Council meeting to discuss a resolution backing the use of force against Iraq. Mr Vitaly Churkin, Soviet foreign ministry spokesman, said that if Iraq did not allow the remaining 3,000 Soviet detainees to leave "this will complicate the present situation even further and force us to take a tougher attitude."

The spokesman claimed Iraq had reneged on a deal, reached last month

between President Saddam Hussein and Mr Yevgeny Primakov, the Soviet envoy, to free all Soviet hostages. Only 350 had in fact been freed, Mr Churkin said.

Yesterday Mr Edward Shevardnadze, the Soviet foreign minister, met Mr Tariq Aziz, his Iraqi counterpart, to discuss evacuation plans for the Soviet hostages and implementation of UN Security Council resolutions against Baghdad.

Mr Shevardnadze is due to fly to New York for Thursday's Security Council meeting, at which the US is pressing for a resolution backing the use of force against Iraq unless it withdraws from Kuwait within a specified period. Prince

Sand al-Faisal, the Saudi foreign minister, will meet Mr Shevardnadze in Moscow on the eve of the UN meeting.

Meanwhile, Mr Saddam yesterday agreed to free three US citizens in response to a plea from their relatives.

Robert Taylor in Stockholm adds: Iraq's parliament yesterday agreed to free all 58 Swedes held in the country after a letter to Mr Saddam from Mr Ingvar Carlsson, the Swedish prime minister.

Mr Carlsson said that Sweden "wanted to work for a peaceful solution" to the Gulf crisis but said it was "difficult to do so long as Swedes were being held in Iraq against their will".

British commanders forecast a 'swift war'

By Hugh Carnegie in Jerusalem

BRITAIN'S top military commanders yesterday predicted a "swift war" against Iraq and they played down the threat posed by the deployment of additional Iraqi forces to the front, Tony Walker writes from Riyadh.

Mr Walker told a news conference in Riyadh. "We're not out there to fight a long operation.

That is why we have not prepared to become involved until we're quite satisfied we've got enough forces in theatre to complete the task swiftly."

He left no doubt that in the event of war Iraq would be subject to devastating air strikes and artillery barrages.

Air Chief Marshall Patrick Hine, the commander in chief of UK air forces, said

the conflict would be over in days or weeks, and questioned the quality of the additional 250,000 troops Iraq says it is sending to confront the US-led multinational force.

"I think it will be a swift war," he told a news conference in Riyadh. "We're not out there to fight a long operation.

That is why we have not prepared to become involved until we're quite satisfied we've got enough forces in theatre to complete the task swiftly."

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Air Chief Marshall Patrick Hine, the commander in chief

of UK air forces, said

the proposed UN resolution backing eventual force against Iraq, to be debated by the Security Council this week, would help to focus the attention of Iraqi President Saddam Hussein on the need to respond quickly to international demands for his unconditional withdrawal from Kuwait.

The set-up, however, is no longer valid following the end of the Gulf war in 1988 and the dramatic shift in regional alliances after the invasion of Kuwait.

The Iraqis, in their memorandum, said they were ready to discuss a new arrangement for the Gulf crisis, but the US is reluctant to enter into bilateral contacts or give away any information about the deployment of US forces.

In a damning report, Amnesty's Australian branch said yesterday the PNG army and police were guilty of widespread human rights violations,

One vegetable store owner, who fired five Arabs but continued to employ a sixth, had his premises burnt out on Sunday. A Jewish butcher who was stabbed recently by a

worker and displayed specially printed signs declaring: "No Arabs employed here". This followed threats against them by members of the extremist Kach movement founded by Rabbi Meir Kahane, who was murdered in New York earlier this month.

One vegetable store owner, who fired five Arabs but continued to employ a sixth, had his premises burnt out on Sunday. A Jewish butcher who was stabbed recently by a

Kach activist while defending one of his Arab employees later sacked them and posted a "No Arabs" sign, saying his livelihood was threatened if he remained.

Yesterday three leading Kach figures were arrested by police, allegedly in the act of intimidating shopkeepers. Mr Dan Meridor, the justice minister, said the police would do everything to stop the intimidation.

The Kach campaign followed calls by several government ministers for many of the thousands of Arabs from the occupied territories employed in Israel to be replaced by Soviet Jewish immigrants and demobilised conscripts who cannot find employment.

"To each one of us who has learnt something in the history of the Jewish people it is a reminder of very harsh pictures from our own past," he said.

The Kach campaign followed calls by several government ministers for many of the thousands of Arabs from the occupied territories employed in Israel to be replaced by Soviet Jewish immigrants and demobilised conscripts who cannot find employment.

The Iraqi note was in response to a US warning to Iraqi armed forces to stay clear of US ships in the Gulf and that the illumination of US ships and aircraft by Iraqi radar would be considered a hostile act.

The report will anger and embarrass the PNG government, which has previously dismissed reports of human rights abuses on Bougainville.

Mr Robbie Namaliu, the prime minister, said Amnesty's claim that the government had done little to investigate reported abuses were "non-sense".

Reports of violations of human rights began to emerge shortly after the

AMERICAN NEWS

15

Exports sweeten a shrinking American cake

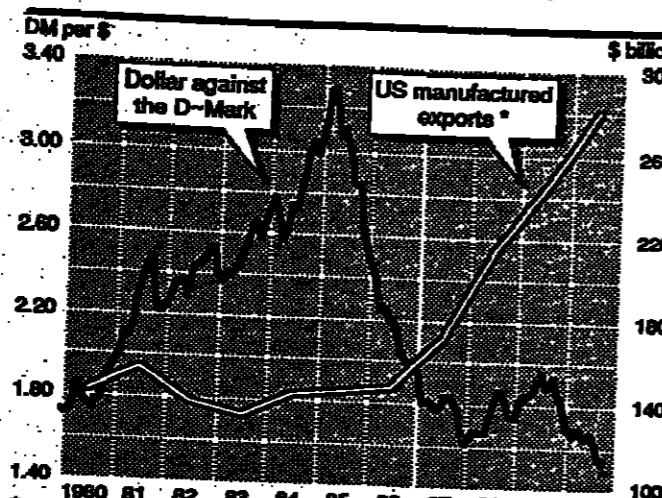
Some economists see trade as the only prospect for recovery, writes Michael Prowse

WITH the dollar touching new post-war lows against the D-Mark almost every week, US manufacturing industry seems to be growing more confident of its ability to compete in world markets.

A recent survey by the National Association of Manufacturers showed that member companies expected the share of exports in total sales to reach 20 per cent by 1993. This represents a doubling of the export share since the early 1980s - a significant development for a business community that has hitherto placed little emphasis on foreign markets. Members said they expected export growth of 8 per cent this year and 25 per cent by 1993.

With the US economy on the brink of recession, forecasts of domestic sales are gloomy. Exports account for a growing proportion of US economic growth: 38 per cent in 1989 and more than 50 per cent in the first half of this year, according to the NAM survey. Some economists now regard exports as the only source of economic salvation.

Exports provide the only significant prospect for economic recovery," says Mr Fred Bergman, director of the Institute for International Economics in Washington. The fragility of the banking system will undermine attempts to provide a direct stimulus by lowering interest rates, he adds.



Mr Robert Hormann, vice-chairman of Goldman Sachs International, is also bullish about exports: "I think we will get a big increase," he says, citing not just the dollar's fall but the likelihood of higher military sales in the wake of the Gulf crisis and the fact that "important trading partners of the US, such as Mexico, are benefiting from higher oil prices".

The US current account deficit peaked in 1987 at \$162bn or 3.5 per cent of gross national product. By last year it had eased back to \$110bn and most analysts expect further shrinkage in the early 1990s, at least as a share of GNP.

blended. Exports of chemicals, aircraft and computer and office machines rose by about 70 per cent.

Even a weak sector, such as motor vehicles, saw exports rise nearly a quarter in dollar terms. These big increases in exports, however, were more than matched by higher imports. As a result the overall manufacturing trade deficit (excluding military sales) rose from \$10bn in 1985 to nearly \$30bn last year.

US manufacturers gained ground in western Europe, sharply reducing the deficit with the EC. But the deficit with both Japan and east Asia widened.

The recovery of US exports reflects two factors: the worldwide economic boom of the late 1980s and the sharp depreciation of the US exchange rate. In mid-1985 the dollar was trading at about DM3.3 and Y120; by late 1987, it had slumped to DM1.85 and Y120.

The dollar rallied during 1988 and 1989 but plunged again this year as interest rates fell in the US and rose elsewhere. This week the dollar was trading at about DM1.47 and Y128. The relative importance of dollar devaluation and faster growth of overseas demand is hotly disputed.

Only a third of the companies in the NAM survey said a big fall in the dollar would lead to a large increase in exports; 40 per cent saw only minor increases while 20 per cent pre-

dicted no significant effect.

A spokesman for IBM, the computer manufacturer, says: "The dollar's fall does not have much impact on us because our manufacturing base is so diversified." IBM has 33 factories in 13 countries.

Dow Chemical was also sceptical about the impact of exchange rate fluctuations. Strong overseas sales in the late 1980s reflect a "booming world economy" and high capacity utilisation. It has "nothing to do with exchange rates", says Mr Richard Patterson, a Dow executive based in Washington.

Many economists, however,

remain convinced of the benefits of a competitive exchange rate. Mr William Cline of the Institute for International Economics says that in the absence of the 1985-87 dollar correction, the trade deficit was "headed for \$300bn or more". He expects the dollar's recent sharp fall to help bring about a reduction in the deficit to about \$60bn by 1995 - or less than 1 per cent of GNP. The jury on the dollar remains out.

But one thing is certain: depreciation alone will not save the US economy from recession. Exports still account for only about 12 per cent of GNP; no amount of buoyancy, therefore, can offset a serious slump in domestic demand. At best, exports are likely to remain the icing on an otherwise shrinking cake.

By Joseph Mann in Caracas

VENEZUELA'S President Carlos Andrés Pérez unveiled at the weekend a government programme to help the country's private sector repay its medium- and long-term external debts.

The plan, which will cost the government an estimated \$500m (£306m), should solve one of the problems that has been "distorting the economic process" in Venezuela, the president said.

As it will force many Venezuelan businesses to absorb large foreign exchange losses it is unpopular in the private sector. However, it should end a problem that dates back to 1983, when authorities ordered the first in a series of large devaluations of the bolívar.

Under the programme, companies whose external debts are registered with the central bank will be able to obtain foreign currency at a subsidised exchange rate - 12 bolívars per US dollar, according to Mr Pérez - to cover repayments of part of their outstanding principal and interest.

The companies must repay the remainder of their foreign obligations at the free-market exchange rate, which last Friday closed at just over 50 bolívars per dollar.

Eligible companies with debts of \$10m or less will be able to obtain 35 per cent of their total outstanding principal from the central bank at

the subsidised exchange rate, while debtors owing more than \$10m will receive 20-year government bonds (paying 4 per cent annual interest) covering 70 per cent of outstanding principal.

Other government bonds (eight years, no interest) will be offered to cover 70 per cent of accrued interest on registered private-sector foreign debt. Businesses have until December 22 to accept the plan.

Venezuela's private-sector external debt, comprised of about \$3.1bn in principal and hundreds of millions of dollars in unpaid interest, has been a headache for the Pérez government and international bankers alike.

Earlier this year the government worked out a new rescheduling and reduction plan covering about \$21bn out of its own foreign debt, which exceeds \$27bn.

Soon after taking office in February 1989 the Pérez administration froze peace agreements made under previous governments, whereby private debtors could obtain foreign exchange from the central bank at subsidised exchange rates far below the free-market rate.

Since then private companies and foreign banks have been urging the government to work out some sort of financing plan.

Setback for Collor in election run-off

By Christina Lamb
in Brasilia

PRESIDENT Fernando Collor de Mello of Brazil suffered a serious setback in Sunday's run-off elections for state governors. Candidates favourable to either lost or were heading for defeat in all five principal states.

Final results brought losses in Rio Grande do Sul and Paraná and defeat looked likely in Minas Gerais. The most serious loss was in São Paulo, the biggest state, responsible for 50 per cent of Brazil's gross national product.

Equally embarrassing, the leader of the government in the Senate lost in Espírito Santo while elections in Mr Collor's home state of Alagoas were delayed by allegations of corruption.

The results will hit Mr Collor's economic stabilisation programme. They will be seen as a vote of no confidence in his policies and will enable a powerful opposition bloc to form. State governors can also jeopardise the government's anti-inflation drive through high spending.

Mr Luiz Antonio Fleury, the new São Paulo governor, intends to form a coalition of seven governors hostile to the government's austerity programme under the leadership of his mentor, Mr Orestes Querino, the present governor who hopes to run for president in 1994.

The president is now at his most isolated since taking office in March. The results are a turnaround from first-round elections, held on October 3, when nine of the 11 governors elected were generally pro-Collar.

The shift in opinion reflects an increasing inability to bring inflation under control; this month it is expected to be 16 per cent. It also coincides with a series of congressional defeats which has forced Mr Collor to seek political support for his policies.

He has, for the first time, started negotiations with both Senate and Congress and was hoping that Sunday's elections would result in a more sympathetic hearing.

Guerrillas' new military hardware changes El Salvadoran war equation

By Tim Coone in Managua

THREE DOZEN A-37 jets belonging to the El Salvadoran government are the state's most lethal, and until the weekend, were the least vulnerable of its airborne counter-insurgency weapons.

That was until a portable SAM (surface-to-air missile) fired by guerrillas from the Farabundo Mardi Liberation Front brought one down for the first time in the 11-year civil war.

President Alfredo Cristiani describes the appearance of the SAMs as creating "an extremely dangerous situation".

The FMLN's signal to

army leaders is that, after years of military stalemate, the balance is shifting in its favour.

In the past month, the FMLN has demonstrated several other new weapons systems it has obtained.

Primitive heavy artillery guns, misleadingly termed "catapults", are being made from large concrete sewer-tubes. These are packed with a domestic cooking-gas cylinder jammed with explosives with another gas-filled cylinder below.

This could overwhelm key military bases and cripple the air force, either on land or in the air. Without air cover,

army casualties could well exceed those of the guerrillas, reversing the usual trend.

The morale of the conscript army is already wavering behind its hard-line and controversial leadership. Pushed to extremes, morale could even collapse.

The army was stretched to breaking point in the November 1989 offensive. Western diplomats are unanimous in telling foreign journalists that the FMLN has the weapons and manpower to launch an offensive on a similar - or even on a larger - scale.

The timing and likelihood of such an offensive is now a matter of weighing the political risks. Blame for the heavy civilian casualties in the last offensive was laid at the FMLN's door, even though aerial bombardments by government forces were the direct cause of many civilian injuries.

The fact that the FMLN is now equipped with SAMs has changed this equation.

If an offensive were launched, the US Congress would immediately restore the \$43m in frozen military aid. But with US public concern presently focused on the Gulf, it is doubtful that Congress would approve additional military aid to El Salvador's colonels.

US administrators already

view El Salvador's badly tarnished human rights record and out-dated, non-merit-based promotional structure as key obstacles to army reform. This in turn renders a political settlement with the guerrillas far less likely.

The air force has fewer than 60 combat-ready aircraft and helicopters. Costing up to \$10m each, major losses of air power could not be sustained. Equipment could not be readily replaced with only \$43m in defrosted aid and little prospect of additional support from the US.

El Salvador's army may, therefore, be about to learn what the US did in Vietnam: If they do so, and if the latest - as yet undislosed - peace terms being put forward by the UN mediator, Mr Álvaro de Soto, fail to bear fruit, then the biggest offensive of the war may be about to explode.

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WORLD TRADE NEWS

Sofia, Moscow to discuss switch to hard-currency payments

FRANTIC negotiations take place over the next few weeks between Bulgaria and the Soviet Union on how to make the switch from the transferable rouble to hard currency payments, due to begin on January 1, Judy Dempsey, recently in Sofia, reports.

Mr Ivan Dragnewski, head of the Bulgarian National Bank, recently indicated both countries may be forced to

exchange goods on a barter system but that the prices will be fixed in dollars and set on world market levels.

"I think we will manage," said Mr Dragnewski, who, despite appalling shortages in Bulgaria, remains optimistic an agreement will be reached.

Soviet exports to Bulgaria have been cut in recent months, and Bulgarian imports of 11.6m tonnes of oil

from the Soviet Union also have been reduced. This had led to power cuts in industry and homes.

Even if an agreement is reached, the problem remains that Bulgaria has neither the goods to export to the Soviet Union nor the hard currency to import crucial raw materials from the Soviet Union or the west. Its reserves have fallen below \$100m (\$51m).

Bilateral agreements signed with the then east Germany for 1990 have fallen through because of German unification. East Germany was Bulgaria's second biggest trading partner, the Soviet Union was its primary market and over 80 per cent of Bulgaria's total trade was with Comecon countries. Mr Dragnewski said Poland, Hungary and Czechoslovakia were now more inter-

ested in trading with western countries, a move which will only lead to greater raw materials shortages for Bulgaria.

Bulgarian economists believe that even if the Soviet Union insists on direct hard currency payments instead of barter, it does not have the available hard currency nor the goods to export. "There is all this talk that the Soviet Union will gain from the Gulf

crisis because of its oil reserves, but the fact is, it cannot get the oil out of the ground," one economist said.

Economists think that given the economic crisis sweeping eastern Europe and the Soviet Union, a return to barter cannot be ruled out, unless eastern countries offer hard currency programmes. But this would not solve Bulgaria's long-term economic problems.

MEXICO'S President Carlos Salinas has expressed concern about the arrangement, and US attitudes on the eve of talks with President George Bush, according to an interview published in the Monterrey newspaper *El Norte*, Richard Johns reports from Monterrey.

The Mexican president demanded the US give "reciprocity to our unilateral (trade) opening". In general, the meeting, which opened yesterday and is the sixth between the two leaders, is aimed at helping prepare US opinion for forthcoming talks on a free trade pact.

Border frictions are expected to be the most contentious issue in talks in the Bush-Salinas talks. Non-trade barriers, a constant Mexican preoccupation, will be discussed, including the recent embargo on US imports of tuna fish on ecological grounds.

The welcome for Mr Bush will cost this prosperous industrial city - occupied by the US Army in 1842 - about \$100m (US\$34m) according to the regional tourist authorities here.

Monterrey's streets are adorned with US flags, an unlikely sight given historic resentments but one aimed at public opinion north of the border, with the free trade talks coming into perspective, too slowly from Mexico's point of view.

In practice, the most likely concrete outcome will be the setting-up of a binational commission charged with alleviating the frictions caused by illegal immigration.

The US will undoubtedly demand that its mandate also covers environmental protection along the 2,000-mile border.

The Mexican Congress, not the least members of the ruling Institutional Revolutionary

party and Ms Maria Elena Chapo Hernandez, who is secretary of the Chamber of Deputies Foreign Relations Committee, have demanded that Mr Salinas give emphasis to "human rights" abuses of Mexican workers by the US authorities.

At a press conference last Thursday Mr Fernando Solano Mexico's foreign minister, made clear that this subject would be high on the agenda as well, inevitably as the struggle against narcotics trafficking.

Another priority is the Gulf crisis. In practice, free movement of labour and US access to Mexican oil reserves, are bound to figure in the free-trade talks, though Mr Salinas for political reasons has ruled out the latter proposition.

Another topic to be covered is the future of "Central America", understood to include Cuba, with which Mexico enjoys good relations and some influence as far as the US is concerned.

Washington clearly sees Mexico as having an important role in facilitating an accommodation with the last remaining bastion of disdained Marxism in the western hemisphere. Despite its anxiety to start the free-trade talks as soon as possible, Mr Salinas has acquiesced in US insistence that they should await completion of the final bargaining in the Uruguay Round.

Thereafter, approval of the "fast-track" route by a newly constituted US Congress (following mid-term elections) is by no means a foregone conclusion and will require intensive lobbying by the US administration, as well as Mexico. From this point of view Mr Salinas's sixth meeting with Mr Bush in little over two years is a huge public relations exercise.

NTN to build second factory in Germany

NTN Japan's leading bearing maker, is to build a plant in Germany next to its existing subsidiary NTN Kugellagerfabrik, Renter reports from Tokyo.

The plant will make automotive parts such as wheel hub bearing units.

NTN plans to start construction in mid-1991 for start-up in early 1993 at a monthly production rate of 100,000 bearing units, rising to 120,000 later, the company said.

All units produced at the new plant will initially be supplied to Honda Motor Company's British car assembly plant, which is scheduled to start operations in 1992. Other details have yet to be decided.

- NTN produces just under 1m ball bearings a month at its wholly owned NTN Kugellagerfabrik unit in Mettmann, 20 km east of Dusseldorf and sells them to European makers of electrical goods and automobiles.

NZ acts on Soviet trade

By Dal Hayward in Wellington

MR Philip Burdon, New Zealand's new minister of trade negotiations, is to visit Moscow next month to try to revive Wellington's N\$235m (US\$117m) trade with the Soviet Union.

Last year New Zealand exports to the Soviet Union totalled N\$235m; imports stood at N\$225m. This year shipments of the two largest commodities, wool and dairy

products, have virtually ceased because of Soviet payment problems. Exports are owed about N\$245m.

Mr Burdon said the Soviet Union was "a very important market for us. We view the breakdown in the trading relationship immensely seriously." He was cool on proposals from wool exporters that the government should underwrite future sales. Union.

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An innovative computer program dramatically reduces the hours required to model the performance of new missile designs. Called Generic Missile Simulation (GEMS), the software, created by Hughes Aircraft Company, cuts the evaluation time of new missile designs from six months to one to 20 days, depending on the complexity of the missile. The time saving is accomplished because GEMS contains a library of generic building blocks needed for missile system simulation. These building blocks are combined, or modified, as necessary to simulate a new missile design. In the past, each new design required its own, unique simulation software.

State-of-the-art air defense systems built by Hughes protect more than one billion of the free world's population. The Air Defense Ground Environment (ADGE) systems, designed by Hughes for 23 nations, network operations centers, ground-based and airborne sensors, surface-to-air missile bases, and air bases into real-time command and control systems. ADGE systems identify all aircraft approaching their nation's borders, display the aircraft's altitude, speed, and course, and electronically interrogate the aircraft to determine its identity. Future ADGE systems will include a new distributed architecture that will allow them to use more mobile and transportable elements, as well as off-the-shelf commercial computers, for more cost-effective operation.

Airline passengers will soon view movies on personal video screens directly in front of them, make phone calls from their seats, and shop via credit card for in-flight merchandise from shopping channels. These and other features, including satellite-delivered stock market reports and up-to-the-minute news and sports highlights, are part of a new cabin communications and passenger entertainment system that will bring new levels of comfort and convenience to air travel. A team of Hughes, Sony Trans Com Inc., and Hughes subsidiary Avicom International is developing the system for the new Airbus A330 and A340 jetliners.

Pilots flying special operations helicopters on low-level missions in total darkness, smoke and fog, will be aided by the field-proven Hughes Night Vision System, designated the AN/AQ-16. HVNS is being installed on U.S. Army MH-47E Chinooks and MH-60K Blackhawks, on U.S. Air Force MH-60G Pavehaws, and a derivative of the system has been selected for the Marine Corps' V-22 tilt rotor aircraft. The system, produced by Hughes Aircraft Company, has been installed on several other military helicopters, including the U.S. Navy's SH-2F Light Airborne Multi-Purpose System (LAMPS) MKI. The turret mounted infrared system provides the crew with TV-like imagery on a cockpit panel display.

U.S. military aircraft crews will now be protected against laser threats. Together with the U.S. Army, Hughes has developed a warning system for U.S. helicopter crews subjected to laser threats. The AN/AVR-2 Laser Detecting Set (LDS) detects, identifies and characterizes optical signals 360-degrees around the aircraft. Interfacing with a Radar Signal Detection Set, the system also functions as an integrated radar and laser warning receiver system. The Army and Marine Corps have successfully completed testing and initiated production of this laser detecting system, which will soon be standard equipment on their combat helicopters.

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HUGHES

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Joe Rogaly finds the Chancellor of the Exchequer in a cautious mood on Europe and domestic policy as he bids for the premiership

Major adopts a pragmatic approach to Tory election issues

"I AM not ideologically pure in any way, no doubt on any subject." So, in his own words, Mr John Major, candidate for the prime ministership of Britain, sums himself up. The accuracy of his self-assessment is unquestionable. As to Europe, he positively hosts after fudge. If he wins, the the right of the Conservative party, who have blessed him as their favourite son, may be disappointed in his rhetoric, and possibly in his actions.

Interviewed at the House of Commons yesterday, the current Chancellor of the Exchequer revealed his essential pragmatism on Europe and issues closer to home.

The politician who strongly favours a parallel currency - the hard Ecu route proposed by the Thatcher government - adopts a balanced approach to the European Community.

"Europe has had a genius in the last 20 years for what, if you are polite, you would call a consensus, and if you are impolite you could call fudge, and I have no doubt that when we go through this conference, that it is possible to negotiate a treaty that will be acceptable to the House of Commons that will move Europe forward and keep it forward together." The last person I heard say that was Mr Douglas Hurd.

But then, Mr Major, what

about the single currency? "It is economic folly...to go to a single currency without the right form of economic convergence. People may say to me: but look at France and Germany, they have both been in the exchange rate mechanism, they have converged a lot in the last ten years..." and yet

"A two speed Europe is unequivocally bad for Europe"

what is happening at the moment? The French economy is contracting, they're reducing interest rates, the German economy is expanding too fast, has very considerable problems ahead of it...and is raising interest rates..." If that could happen to two similar nations whose economic policies have been locked together for ten years...what were the perils that could lie ahead on a much wider front?

Yes, but what if Germany and some of its immediate neighbours went ahead with a single currency, leaving the rest of Europe to catch up?

Mr Major is plainly in intellectual accord with those who protest that a single currency managed by an independent Eurode would amount to the transfer of economic decision-making to an offshore and unaccountable authority. "If you were to say to me, can I come back to the House of Commons with a treaty that determined at a future date, Britain will commit itself now to moving to a single currency on such and such a future



On camera: Major (pictured in the Commons above) is seen as the favourite of the right

date, I would have to say to you that the House of Commons would not be remotely likely to accept such a treaty and no British prime minister could come back and invite them to do so."

That seems fairly unequivocal.

But he adds: "The most important thing...in negotia-

tions is to obtain a satisfactory outcome." This "sometimes makes it difficult to determine with quite the clarity one would wish, precisely what one's position would be..." The other 11 members of the EC, contemplating next month's inter-governmental conferences, may remember these

words.

The election

may have been

precipitated by party differ-

ences in Europe, but many

MPs will be voting with the

grievances of the constituents

at home in mind.

Mr Major, however, is quick

to draw the line at recent pro-

posals mooted by the Thatcher-

ite wing of the party. Reacting to Mrs Thatcher's predilection for education vouchers, the scheme aimed at allowing parents greater freedom in choosing schools, he said: "I don't see a role for education vouchers in the short or medium term." Well, how about extending tax relief for private health insurance perhaps from the elderly to other categories of person? "I have no immediate plans to do that."

The key pillars of the welfare state are, indeed, offered considerable comfort. Education needs a period of peace and quiet, while the changes in the syllabus and the structure bed down, he maintains. "The other area of education I am concerned with...is to try to reproduce the status of education, of the teacher, that I believe they had 20 or 30 years ago, which relatively they don't have today."

Again, "if people think that we have in mind privatising the mainstream structure of the health service, well, I can tell you that we don't."

"I am in favour of diminish-

ing the public sector where it

is wise to do so, where the pri-

ate sector can do things bet-

ter, because to the extent that

we do that, we are more likely

to have an efficient and effec-

tive public sector."

without "preconsidered notions."

Mr Major resisted the tempta-

tion to say he would provide

a better deal for the poor, on

the ground that it would seem

like a crude piece of electioneering.

And asked whether his

plans for teachers' pay affected

the government's promise to

reduce the standard rate of

income tax to 20p he said that

target "hasn't got a time frame."

But what about the support

he was getting from the right?

"Of course I'm getting my sup-

port from the right of the

party, I hate inflation."

BRITAIN IN BRIEF



Contractor cuts 500 TV jobs

Central Independent Television, the IBA contractor for the Midlands, has announced almost 500 job losses as part of its bid to streamline activities in advance of next year's application to renew its television broadcasting franchise for the next decade.

Some 467 jobs are to go from next spring, which means that Central's staff will have been halved over the past three years to reach a new total of just under 1,800. The company blamed the fall in advertising revenue as a result of the recession and changes to the structure of television broadcasting.

Ofcom spells out telecoms code

Conditions by which companies entering the British telecommunications industry would be licensed have been spelt out more clearly by Ofcom, the regulatory body, and the Department of Trade and Industry. They have indicated that customer interests and environmental concerns will be significant in assessing applications.

When the Government announced its intention to make the British telecoms arena the most liberal in the world by breaking up the monopoly between British Telecom and Mercury Communications, it said it would consider proposals for licences on their merits. However, it did not detail the criteria by which they would be judged.

Mr Bryan Carverby, Ofcom's director-general, has confirmed that the government's presumption will be in favour of licences.

Call for gas price freeze

British Gas was accused of imposing excessively high price increases on 20,000 business customers by the Office of Gas Supply, the industry's regulator.

Mr James McKinnon, Ofgas director-general, asked British Gas to scrap price increases, which were announced in September, in an attempt to end an anomaly which paid some customers to waste gas deliberately.

This is the latest in a series of interventions by the regulator, which have decreased British Gas's freedom of manoeuvre since its privatisation in 1986.

Rover cuts back on car jobs

Rover, the leading UK car maker, is cutting 226 jobs at its Swindon plant, the group's main panel pressing operation.

The reduction in the Swindon workforce follows the announcement earlier this month that Rover is also planning to cut another 400 jobs at its Cowley, Oxford car assembly plant.

The reduction in the present 2,000 Swindon workforce is a result of falling output at the Cowley plant, where Rover is being forced to lower production of the ageing Maestro and Montego ranges.

Reprise for working classes

Plans by Westminster City Council to sell seven blocks of flats in Phillico to anyone living or working in the area have been frustrated by the Duke of Westminster and a High Court judge.

Mr Justice Hartman agreed with the Duke that the council is still bound by a covenant in a 52-year-old lease requiring it to use the flats as "dwellings for the working classes."

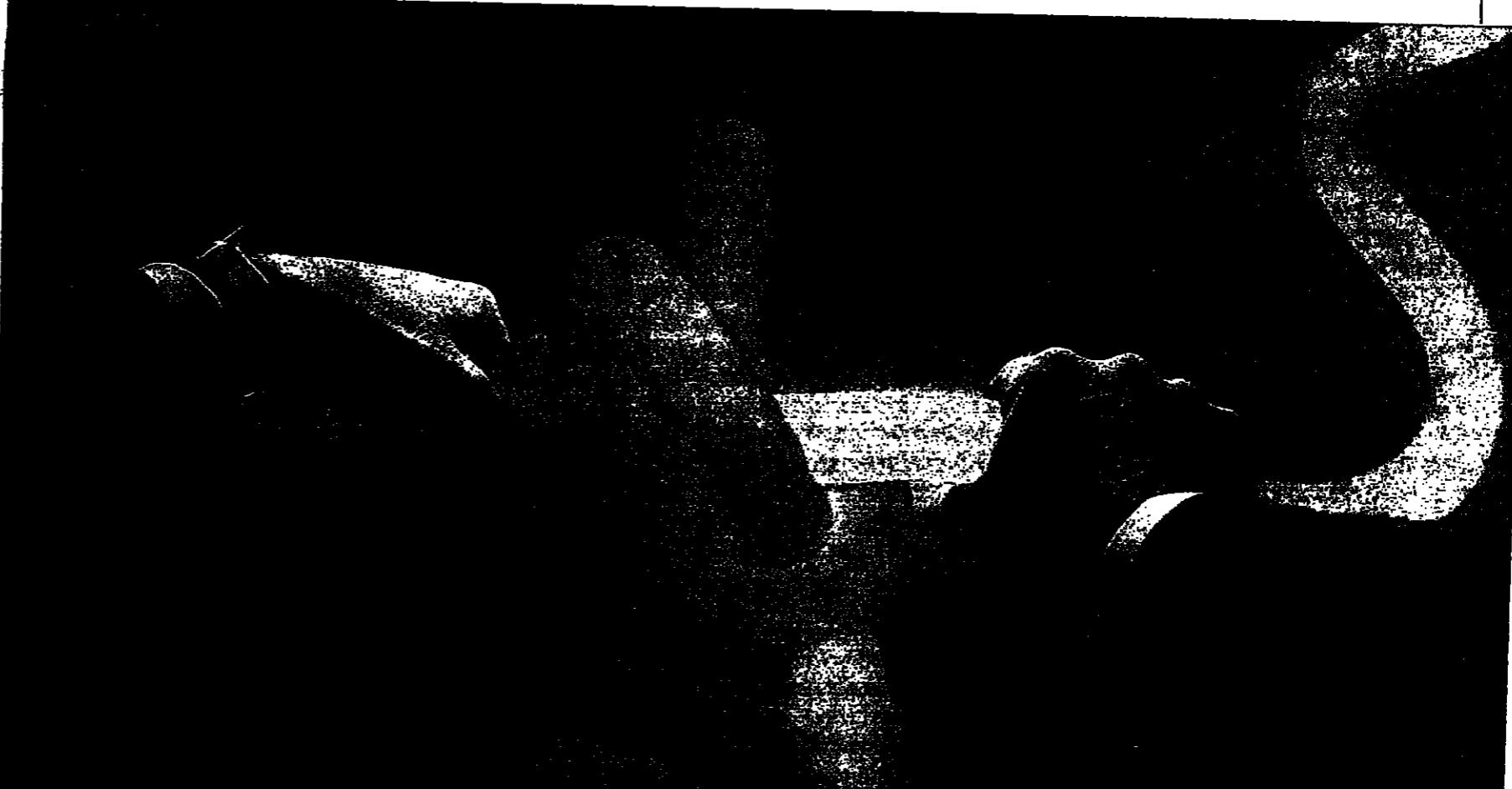
The council had argued that the covenant was incapable of being performed because the term "working classes" no longer had any meaning for housing purposes, having been eradicated from the housing acts since 1949.

Recession to be 'short-lived'

Britain is likely to make a quick recovery from the recession, says a forecast by the Society of Business Economists. It says the economy will remain stagnant until mid-1991 but then recover to show total output in 1993 expanding at 3.2 per cent - more than twice the likely rate for this year.

But the society's forecast is unusually gloomy about the outlook for manufacturing, which it says will suffer a fall of investment

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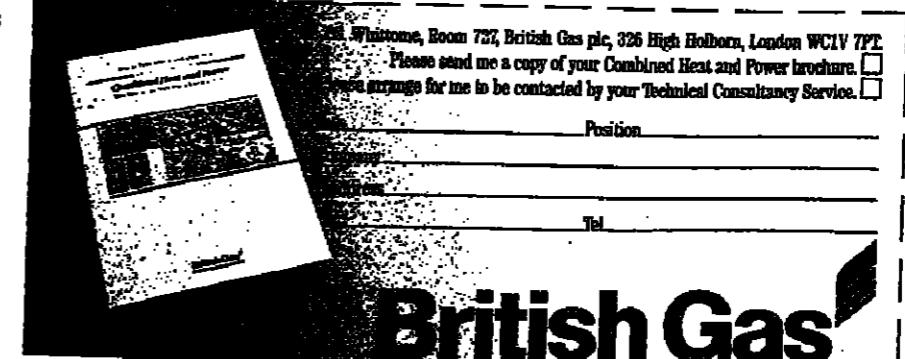


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British Gas

F.T. 27/11

UK NEWS

Prospect of a new PM intoxicates London markets

By Rachel Johnson, Economics Staff

THE POTENT brew of Tory leadership contest, strong pound and recession have intoxicated London's financial markets with the prospect of an interest rate cut soon — perhaps in the next fortnight.

Interbank rates were yesterday discounting an immediate ½-¾ point cut. But the authorities have emphasised, via a system of arcane signals to the money market, that nothing of the sort is about to happen.

The markets' clash with the authorities over interest rates during the leadership crisis has left one thing clear. Had politics not interfered with economics, a cut would be the perfect *operetta* to the new prime minister's term of office.

The economic reasons for cutting interest rates are sound, becoming compelling with this week's forecasts of a deep, long recession from the Confederation of British Industry, the employers' association.

As a result, speculation yesterday drove the rates at which banks lend to each other down

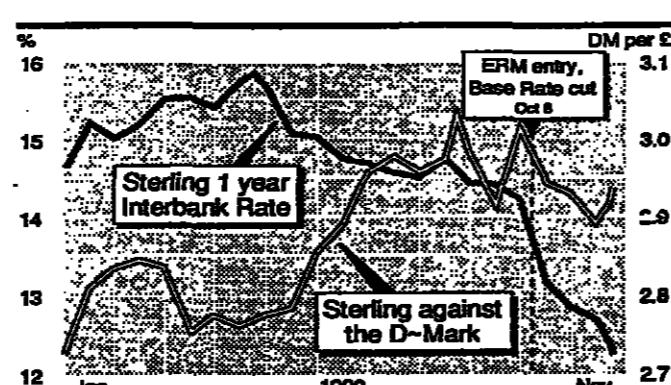
a quarter of a percentage point to 13½-¾ for three-month sterling, in spite of arm-twisting by the Bank of England to push key interest rates in the other direction.

"Penal lending" was imposed last Friday to ensure that the banking system borrowed from the authorities at the full 14 per cent base rate for an entire fortnight.

With sterling comfortably strong within the exchange rate mechanism, it gained another pfennig against the D-mark to close at DM2.5538 yesterday — the authorities' caution on the interest rate front is not, for once, to stiffen the pound.

On the contrary. Currency strategists argue that a reduction to 11 per cent interest rates by next June — as shown in sterling futures contracts — is already so accepted in the markets that the pound could easily weather a one per cent rate trim by Christmas at least.

Unambiguous evidence of recession and a resilient pound have caused both foreign



exchange and money market traders merrily to discount interest rate cuts.

A cut would clearly add to the popularity of the new conservative leader. But the timing, in the middle of a political crisis, has made City economists warier.

"The last base rate cut was a mess," said Mr Jim O'Neill, currency strategist at Swiss Bank Corporation. Executed on

the same day as sterling joined the ERM, the move left the government open to accusations that cutting rates was forced by Downing St.

The Treasury has not managed to bury these suggestions, although it maintains its easing of conditions was effected for the best of economic reasons. This time round, economists are arguing that there must not be a whiff of suspicion that the economy is being manipulated for political ends.

This defers the prospect of a cut in the very short term, which has been partly responsible for sterling's resilience. With the Chancellor of the Exchequer, Mr John Major, contesting the leadership of the Conservative party, a decision to cut base rates this week seems out of the question. Should Mr Major win the contest, then the decision would fall to someone else.

The new chancellor, like the teacher taking class for the first time, would probably like to show his tough side first, and relax monetary policy later.

The candidates to succeed Mr Major are thought to be led by the chief secretary to the Treasury, Mr Norman Lamont, ahead of Mr Kenneth Clarke and Mr Chris Patten. Mr Lamont's reputation as a tough negotiator makes it unlikely that he would actively seek the gratitude an interest rate cut would evoke from mortgage payers, industry and markets.

Leadership contest raises issue of an independent Bank

By Peter Marsh

the Conservative party conference a few days later.

The Bank's subservience to the Treasury may be out of line with developments in the rest of Europe, in the context of economic and monetary union (EMU).

According to the hopes of some nations, pan-European monetary policy in the final stage of EMU would be handled by a new, independent European central bank, modelled on the Bundesbank. It would be linked to a system of national central banks, each of which would have a high degree of autonomy in relation to their governments.

In the past month the Bank, perhaps with an eye on the wider European scene, has appeared to be practising how it might operate if given broader, more independent powers in monetary policy. In a number of operations on the domestic money market — mainly involved with lending money to the banking system at high penal interest rates — it has acted vigorously in an effort to adjust upwards the rates that banks use in their lending operations among themselves.

The Bank's machinations have been aimed at reducing the speculation in financial markets in recent weeks that the government will soon bring down the 14 per cent base rate. It has increased banks' interest payments in an effort to persuade them that the time for providing the economy with cheaper money has not yet arrived.

Many commentators have been impressed at the Bank's ability to use innovative ideas in its money market operations. "The Bank has been flexing its muscles," said one money market participant. At the heart of these operations may be the thought that over the next few years the Bank will be given the powers to take on a more far-ranging monetary role with fewer Treasury-imposed restrictions.

If Mr Heseltine becomes the next Prime Minister, the new sense of independence is likely to come sooner rather than later.

FT SURVEY — KEY SEATS

Major emerges as favourite for Tories with slender majorities

By Jimmy Burns and John Authors

MR John Major is the clear favourite to succeed Mrs Thatcher as leader of the Conservative party, according to an FT survey of constituencies around Britain where the Conservative hold on power is regarded as insecure.

Officials in 23 of the so-called marginal seats — the constituencies where the Conservatives command slender majorities — said that weekend canvassing of local opinion had shown a swing in favour of Mr Major, the Chancellor of the Exchequer, in his bid for the leadership.

Among grass root supporters, there appears to be a strong feeling against Mr Michael Heseltine, the former defence secretary and initial challenger, because of the way he is perceived to have contributed to Mrs Thatcher's downfall.

Nevertheless in most of the constituencies, he still comes second, ahead of Mr Douglas

Hurd, the foreign secretary. Mr Hurd remains widely respected as a member of the cabinet but within the small anti-Major camp, he is less favoured than Mr Heseltine as a future prime minister because he is seen as being too old and lacking charisma.

Youth and financial expertise are identified with Mr Major. Those favouring Mr Major also tend to describe him less as a politician in his own right than the natural successor of Mrs Thatcher: the "unity" candidate most likely to respect her legacy.

In Stirling, Scotland, where the Tories won the last election with 948 votes, the Conservative Association's agent Mr Ian Mackie said that 90 per cent of local Tory opinion was behind Mr Major.

"People are saying that Mr Heseltine is too much to the left of the party and becoming fairly pink."

The feeling is that John

Major with his youth and sound economic background can unite the party."

In the Pro-Major constituency of Basildon, in southern England, local Tory chairman Mr Danny Lovell has written to senior members of the Party warning that the unity of the Tory grassroots would be "severely threatened" by a Mr Heseltine win this week.

The mood, however, in the constituencies generally appears to be more upbeat than it was prior to the Heseltine versus Thatcher ballot.

Party activists are encouraged by weekend opinion polls which show the popularity among the general electorate of all three candidates.

Several local officials said that an "ideal" future cabinet should include Mr Major, Mr Hurd, and Mr Heseltine.



Mrs Thatcher steps out from No 10 for a lunch appointment: tonight could be her last in Downing Street before moving to her house in Dulwich, south London and a new career



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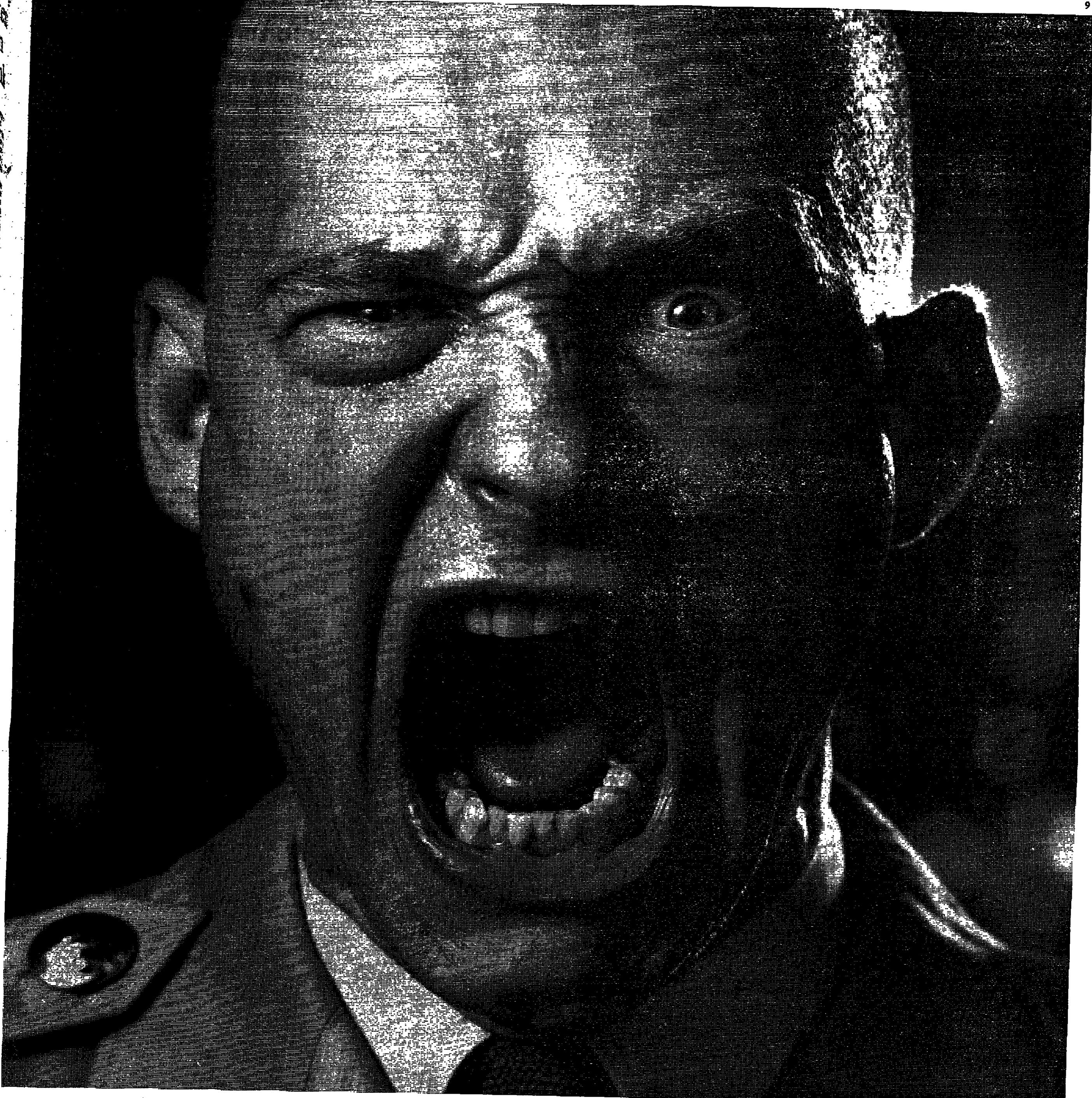
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WHO DOES MORE TO ADAPT THEIR

It is in the area of the rescue and repair of historic buildings in eastern Europe that the British can offer a real lead. Recently, an official British

Hotels and tourism will off

practice, RMJM, is demonstrat-

of eastern Europe that should

gladden the hearts of work-

starved architects in the UK.

There is enormous interest and

enthusiasm for younger British

design talents in Japan. One

architect, Mr David Chipper-

field, has just completed three

important projects in Japan:

the Gotoh Museum in the

Chiba Prefecture of Tokyo,

the headquarters in Okayama of

the Matsumoto Group, and a

design store in Tokyo. Mr

Nigel Coates, an amusing and

radical designer, has found an

outlet for his design fantasies

in night clubs and restaurants

in Tokyo. The high regard

which British architects and

designers receive abroad

makes architecture and design

a potential export leader.

There is another area where

architects have a great deal to

offer: some members of the

profession have been in the

vanguard when it comes to

green issues and the design of

"sustainable" environments.

Research and development of

architectural ideas concerned

with energy saving and pro-

duction are well advanced. The

work of a body such as the

National Energy Foundation or

the Milton Keynes Develop-

ment Corporation deserves to

be broadcast more widely.

For the time being it looks as

though the best of British

architectural thinking is for

export, but it is to be hoped

that recent important decisions

and private sector seem to be

more common and successful

than in other regions.

The architectural profession

is always the first to suffer

from recession. The inability

to raise the design fees for

the redevelopment of London's

County Hall on a prominent

Thames-side site is only one

highly visible sign of the loss

of confidence in the over-sup-

plied London office market.

The high cost of building

labour costs (annual growth

some 9.5 per cent according to

Barclays) and increasing costs

of overheads affects architects

as well as the developers. The

recent lowering of interest

rates is expected to be of mod-

est help to developers but is

unlikely to lift the clouds of

gloom descending over archi-

tects' offices.

Although times are changing

rapidly for the worse, the com-

bination of a competitive cli-

mate and a rapidly growing

workload which emerged dur-

ing the recent property explo-

sion made architects more

aware of the need to absorb

up to date business and man-

agement techniques.

New markets are opening up. The

architectural market has

become global and the poten-

tial for designers in the recov-

ery and redevelopment of east-

ern Europe is enormous.

The best British architec-

tical firms have a good com-

petitive edge in Europe. Design

skills and originality have ex-

ported well to Europe and Japan. Sir

Norman Foster, famous for his

Hongkong & Shanghai Bank-

ing Corporation Headquarters

in Hong Kong and soon to be

more famous in the UK for his

splendid new Stansted Airport,

is busy in Japan and Europe.

At his "Mediatheque" — new

kind of media centre — near

completion in Nimes he has

been invited to make a new

master plan for the whole city.

In Bilbao he has designed the

new underground railway sys-

tem and in Bordeaux he is

planning a Business Centre.

Mr James Stirling has plenty

of work in Germany and is

extending the Brera art gallery

in Milan. In Lyons there are

plans drawn up by Fairhurst of

London and Manchester for a

£250m business park, in collabora-

tion with French architects

Agence.

One of Britain's best

young architects, Mr Ian Rithie,

has just completed a beau-

tiful small pharmacy near

Amiens. Even the French gov-

ernment approves of British

architects. Mr Rock Townsend

and Mr Robert Macdonald were

singled out in a recent French

housing ministry competition

to design an area of Paris pub-

lic housing.

Hotels and tourism will off-

er practice, RMJM, is demonst-

rating eastern Europe that should

gladden the hearts of work-

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about infrastructure in London

will involve the design profes-

sions at an early stage.

It is in the area of the rescue

and repair of historic buildings

in eastern Europe that the

British can offer a real lead.

Recently, an official British

legation delegation to

Amiens. Even the French gov-

ernment approves of British

architects. Mr Rock Townsend

MANAGEMENT: The Growing Business

'Enterprise culture'

More political speak than reality

Charles Batchelor explains that despite well-meaning words, the government's approach tends to be unco-ordinated

The British government lacks a clear policy for dealing with small business in spite of all the rhetoric that has been devoted to promoting "the enterprise culture".

The government approach has amounted to "an unco-ordinated collection of individual schemes designed to tackle specific issues - but this does not amount to a small firms policy," according to Steve Johnson of Leeds Business School.

Johnson's assessment was made in a paper presented to the 12th annual Small Firms Policy & Research Conference in Harrogate earlier this month. Unusually, the academics overcame their professional distaste for becoming involved in policy as opposed to research issues and produced several papers with potential policy implications.

Despite the relatively long history of small firms initiatives in the UK - Johnson identified 30 schemes - serious research into the subject only really began to accelerate in the late 1980s, he claims. Most research has been an evaluation of existing policies rather than an attempt to influence the development of new ones.

At present, government initiatives are piecemeal, designed to tackle specific areas where the markets have failed, but lacking any attempt to integrate the different elements, Johnson says. The objectives of the policy are equally unco-ordinated and amount to a general feeling that small firms are "a good thing".

Finally, initiatives are general in their scope and do not discriminate in favour of particularly deserving firms such as fast-growth companies.

Johnson proposes making a clear distinction between social and industrial policies in the small business sector.

Social initiatives should aim at reducing the dependence of disadvantaged groups on welfare benefits and help individuals create their own jobs in businesses which would, for the most part, remain small.

Industrial policy should be aimed at helping smaller companies overcome the bottlenecks which occur when either output or employment levels increase sharply. Rapidly expanding businesses in particular should receive special assistance to help growth.

"Assistance offered should be intensive rather than taking the form of a cheque sent from a remote office," Johnson suggests.

He warns, however, against attempting to create a single, comprehensive scheme or initiative because this could not possibly meet the diverse needs of all small firms.

Despite the emphasis which has been placed on the creation of an "enterprise culture" over the past decade, the concept remains a difficult one for many small-business owners, a study by Jim Curran of Kingston Polytechnic showed.

Curran and his team asked entrepreneurs what the phrase "enterprise culture" meant to them. One in three was unable to say.

One video-hire shop-owner was able to give a definition, but asked whether the enterprise culture related to his own business, replied: "Not really. All we've done is open another video shop."

This tended to confirm previous studies which showed that small business owners regarded themselves as part of a "survival culture" rather than one to do with enterprise.

Curran suggests that the politicians and the civil servants may have indulged in "overkill" and appropriated the term "enterprise culture" for their own ends, leaving small-business owners, the supposed embodiment of such a culture, alienated and confused.

Not that the alienation of small business is a recent development. Small business groups in many countries have traditionally felt themselves to be outsiders, unable to play a significant role alongside big business interests and the trade unions.

This feeling is compounded by the fragmented nature of small business lobby groups, suggest David Alter of Leeds Business School and Bengt Johnson of Vaxjo University, Sweden.

In addition, small business owners set greater store on contacts with their accountants, suppliers, trade associations and chambers of commerce than they do on membership of small firms interest groups. This weakens

the ability of small businesses to influence the policy-makers.

Even government policies designed to help business can sometimes fail to achieve the intended result: a study of changes to corporation tax rates and investment allowances made in the 1984 UK Finance Act showed.

That Finance Act promised very substantial reductions in tax which were expected to "encourage and reward enterprise and stimulate innovation". In fact, many smaller companies ended up paying tax at the same or a higher level than the standard rate of corporation tax levied on large companies (those with profits of £500,000 or more), according to Francis Chittenden of Manchester Business School.

Large manufacturing companies were paying tax at 38 per cent in 1984, a rate which fell steadily to just 31 per cent in 1987. Smaller manufacturing companies, in contrast, were paying 39 per cent in 1984 and by 1987, after a dip in payments, were paying no less than 38 per cent.

Schemes designed to encourage enterprise among school children seem to appeal more to children coming from an entrepreneurial background,

the researchers found. The effect of such initiatives is therefore only likely to become apparent in the medium to long-term as the experience of self-employment and business ownership becomes more widespread in the population as a whole, they conclude.

But are small businesses really so important in the economy and do they deserve all the attention that they have received from governments and academics in recent years? According to Alan Hughes of Cambridge University, the "remarkable transformation" which government spokesmen have claimed for the small business sector is not all that it is claimed to be.

The large rise in the number of small manufacturing companies which occurred in the early 1980s is due in large part to changes in the way the official statistics were collected.

A change in definitions added more than 31,000 small businesses to the total in 1984, Hughes points out. In fact, it has been the services sector where most of the growth in numbers of small businesses has taken place.

Small companies employing fewer than 200 people have increased their share of manufacturing employment but this was a trend which began to emerge in the early 1970s, well before the first Thatcher government.

The increased share of small businesses in overall levels of employment and output was the result of a shake-out of employment levels among very large companies rather than a rise among small firms. Employment in small firms was actually fairly stable during the 1980s, he notes.

Worryingly, new companies which have been established have, for the most part remained small, employing fewer than 10 people. "The problem for policy is now not so much one of small business creation but of overcoming barriers to growth in the existing small business population," Hughes says.

Even where policies do achieve something approaching their intended effect, it may take a long time for the impact to show through. A study of entrepreneurial attitudes in Northern Ireland carried out by Richard Harrison and Mark Hart of the University of Ulster emphasised the importance of family role models in the creation of entrepreneurs.

Schemes designed to encourage enterprise among school children seem to appeal more to children coming from an entrepreneurial background,

Cash for a 'qualitative leap'

Lucy Kellaway on EC plans for its assistance programme

The European Commission is asking for money sanctioned four years ago to be released in order to provide a "qualitative leap" in assistance it can give to small companies.

Member states originally subscribed Ecu 110m to the Commission to be spent on its initiatives for helping small and medium-sized businesses. An extra Ecu 25m was also set aside in case it was needed.

In calling on this money the Commission aims to hold on what is there already, and try to bring its former three-pronged approach into a single venture.

One of these initiatives is the 187 Euro-Info centres. So far they have dealt with 100,000 enquiries from companies, which Commission officials say is a most encouraging response. The role of these centres is both to explain to companies how to make their way through the confusing

network of EC directives, and to take their hopes and fears back to the policy makers in the Commission.

The Commission is now to make these centres more responsive to business needs, tailoring the information to suit each centre's particular region, and giving out more information about other EC initiatives.

The plan is to make the centres more professional, and eventually to make them pay their own way, starting with nominal charges for the EC's Business Co-Operation Network - an electronic matchmaking service designed to bring together companies in different countries in mergers, joint ventures or other co-operation.

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Above all, the Commission is trying to incorporate small and medium sized businesses into its overall EC business strategy, and help them to face the new challenges of the single market.

Bridging the innovative divide

Charles Batchelor on problems of harnessing academic support

How can industry and the academic world do more to support innovation? This was the subject which brought 50 business people, academics, small business owners and the Prince of Wales together for a brain-storming session at St John's Innovation Centre in Cambridge last Friday.

The Cambridge meeting, organised by Business in the Community, the umbrella organisation for Britain's enterprise agencies, represented yet another attempt to discover why the British are apparently good at inventing things but bad at creating businesses and making money from their inventiveness.

One proposal was that large companies, universities and polytechnics should each create a single, easily-identifiable point of contact for the inventor or small company. If a large company this could be a small department with special responsibility for this area - British Petroleum, for example, which commission university research is that academics have no appreciation of commercial timescales.

Salford University, for example, nominates an individual member of staff to be responsible for every company with which the university has links. The staff member ensures that the company gets satisfaction in dealings with the university.

Many academics combine a fear that the results of their research will be stolen, with an eagerness to publish their findings in academic journals, one patent agent noted. Once research has been published it is no longer patentable. Academics should obtain a patent before publishing, he suggested.

need solving and the problem area may cover several academic disciplines.

Postgraduate students or even undergraduates may be able to provide useful research help for companies more cheaply than members of university staff. One company sponsored a PhD student for three years to solve a problem it faced. Within a year the student had made an important breakthrough and had cost the company less than half of the sums involved in carrying out the work in-house.

Students can also prove helpful to the salaried academic staff. One college suggested using its Master of Business Administration (MBA) students to help academics be more businesslike in approaching companies to use their research.

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- Renowned Country House Hotel standing in 10 acres, former home of W.S. Gilbert
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Ref: John Hare Tel: 071-486 1330, Fax: 071-935 7365 or alternatively Geoff Kinlan
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- Annual turnover at £1.5 million with potential to increase
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All enquiries should be addressed initially to: R.W. Birchall, Joint Administrative Receiver, Cork Gully, 68 Queen Square, Bristol

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Irondeep Limited Irondeep Plant Limited

(In Administrative Receivership)

The business and assets of the above companies are offered for sale. The companies are engaged in the hiring of plant for extraction and materials handling in quarrying, mining, civil engineering, waste management, and ports and local authority operations. Main features are:

- Turnover in excess of £2 million.
- Substantial owned heavy/medium size plant and specialised equipment available for hire.
- 75% of plant on term contracts for periods up to three years.
- Trained operators.

For further information please contact the Joint Administrative Receiver, Ralph S Preece at the address below or Angus M Martin on Tel: 0226 710601.

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- Skilled work force with work standards to BS 5750.
- Projected turnover of approximately £600,000.
- Good order book with wide customer base.

For further information please contact the Joint Administrative Receiver, Ralph S Preece at the address below or Angus M Martin on Tel: 0226 710601.

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Mechtech Engineering Limited (In Administrative Receivership)

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- Projected turnover of approximately £1.75m.
- Skilled work force with work standard to BS 5750.
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Mainlines Limited (In Administrative Receivership)

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<input type="checkbox"/> Adjoining A1 (M)	<input type="checkbox"/> Seafront location	<input type="checkbox"/> Town centre location with car-parking	<input type="checkbox"/> Quiet location with car-parking
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For further details please contact Simon Fairfax at Richard Ellis, Berkeley Square House, London W1X 6AN. Tel: 071 629 6290. Fax: 071 493 3734.

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For further information please contact:
The Joint Administrative Receiver, AJP Brenton
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For further information please contact: David Farren, Webbox Limited, Telephone: 0582 492555, Fax: 0582 492492, or Mark Palios, Joint Administrative Receiver, Cork Gully, Mount Pleasant House, Huntingdon Road, Cambridge, CB3 0BL Telephone: 0223 313611 Fax: 0223 482111.

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FT LAW REPORTS

Arbitration case can go to Court of Appeal

THE BALFARENS
Court of Appeal (Lord Justice Dillon, Lord Justice Ralph Gibson and Lord Justice Leggatt). November 14 1990

LEAVE MAY be granted to appeal from a judge's decision on an appeal from arbitrators if, bearing in mind the desire for speedy finality in arbitration cases, the certified question of law is worthy of consideration by the Court of Appeal because "there is a sufficient doubt as to the correctness of the judge's decision, or because a Court of Appeal decision would add significantly to the clarity and certainty of the law, or for some other reason".

The Court of Appeal so held, Lord Justice Dillon dissenting, when allowing an application by Trammo Gas Ltd, charterers of the Balfarens, for leave to appeal from Mr Justice Webster's decision (FT March 20 1990) setting aside an arbitration award made in Trammo's favour against the shipowner, Georges SA.

Section 1(7) of the Arbitration Act 1979 provides: "No appeal shall lie to the Court of Appeal from a decision of the High Court on an appeal under this section unless—(a) the High Court or the Court of Appeal gives leave; and (b) it is certified by the High Court that the question of law to which its decision relates is one of general public importance or is one which for some other special reason should be considered by the Court of Appeal."

LORD JUSTICE DILLON in a dissenting judgment said that Georges chartered Balfarens to Trammo to carry cargo from Béthioua in Algeria to discharge ports.

The charterparty provided that the vessel should "with all convenient despatch proceed" to Béthioua, laydays commencing

January 30 1987 "cancelling February 5 1987". On February 6 Balfarens had not arrived at Béthioua. Trammo cancelled the fixture.

Arbitrators awarded Trammo £1.42m damages. Mr Justice Webster allowed Georges' appeal and set aside the award. Trammo now sought leave to appeal against that order. The relevant statutory provision was section 1(7) of the Arbitration Act 1979.

Mr Justice Webster certified two questions of law under section 1(7)(b). It seemed he was certifying them as questions of general public importance.

The application for leave to appeal came first before Lord Justice Staughton. He refused leave. He said he was required by statute not to grant leave "unless there is a strong prima facie case that the judge was wrong". He was taking the view that he ought to follow the guidelines laid down by the House of Lords in *The Nema* [1982] AC 724.

Trammo renewed its application before the present court.

Mr Rokison's main submission for Trammo was that Lord Justice Staughton was wrong in supposing that he was constrained to apply the *Nema* guidelines. He submitted that the Court of Appeal had a much wider discretion.

In *Babanaft* [1982] 1 WLR 971, a one-off case, the Court of Appeal refused leave to appeal under section 2 of the 1979 Act against determination of a preliminary point of law. It applied the *Nema* test that on perusal of the relevant clause and judgment without full argument, it was not apparent that the judge's decision was "obviously wrong".

In *Roachbank* [1989] 2 Lloyd's Rep 337, where Mr Justice Webster had granted a certificate but refused leave to appeal, Lord Justice Neill said that before leave could be given, the *Nema* conditions would have to be satisfied.

The *Nema* guidelines were only guidelines. There might be cases where a broader view might be taken in granting leave. But the Court of Appeal in *Babanaft* and *Roachbank* had established that in the ordinary case leave to appeal under section 1(7) ought not to be granted unless the *Nema* guidelines were satisfied. This was an ordinary case. There was no strong *prima facie* case that Mr Justice Webster was wrong. Leave to appeal should be refused.

Alternatively if the conception of a strong *prima facie* case was too nebulous to be a reliable guide, the question was whether a Court of Appeal decision would add significantly to the clarity and certainty of English commercial law (see *Nema* page 743E). If it would not, for that reason also leave to appeal should be refused.

LORD JUSTICE LEGGATT said that section 1(2)(3) and (4) of the 1979 Act provided for appeal to the High Court on any question of law arising out of an arbitration award, with the parties' consent or leave of the court.

In *The Nema* the House of Lords gave guidelines, reinforced in *The Antaxos* [1985] AC 191, about the way in which High Court judges should apply those provisions. At page 739F Lord Diplock said the judicial discretion whether to grant leave involved deciding between "the rival merits of assumed finality", and the resolution of doubts as to the accuracy of the "legal reasoning followed by the arbitrator".

That passage was plainly confined to appeals from arbitrators. Lord Diplock gave his classic exposition of the tests to be applied according to whether a case was a one-off case or not. Both were

expressed exclusively in terms of arbitrators. The distinction was drawn between refusing leave (page 733A), so leaving the parties to accept "for better or worse the decision of the tribunal they had chosen", and giving leave (page 745E) in circumstances where a court decision "would add significantly to the clarity and certainty of English commercial law".

In arbitration cases the important step to restrain was the transfer from the private to the public domain by way of appeal from arbitrators to a judge. Arbitrators' decisions were not binding on each other. Court decisions were persuasive *inter se*, and likely to be published. It was therefore of much greater importance that judges' decisions on appeal from arbitrators should be correct. That was best achieved by application of a less strict test for allowing leave to appeal from judges than from arbitrators.

In *The Roachbank* there could have been little if any argument on the present topic: the court expressly disclaimed any intention of giving guidance, and only announced the principles to be applied in that case; those principles were taken from the passage in *The Nema* which related not to the guidelines, but to section 1(7); the *Roachbank* application was for leave to appeal from the decision of a judge who had upheld an arbitrator's award, so that the parties were being left by the Court of Appeal to the decision of the tribunal of their choice.

For those reasons *Roachbank* was not binding on the present application. *Babanaft* was concerned with an application for leave to appeal under section 2. Although the test of whether the judge's decision was "obviously wrong" was applied, that did not prevent the court in the context of section 1 from applying a less restrictive test. The *Nema* guidelines were

not intended to apply, and did not apply, to applications for leave to appeal to the Court of Appeal. There was no reason why the test for giving leave to appeal from a judge should not be different from that for giving leave to appeal from arbitrators.

Given that the judge must be satisfied that the question of law fell within section 1(7)(b), the test should be whether the question law was worthy of consideration by the Court of Appeal.

That would include assessment of whether there was sufficient doubt about the correctness of the judge's decision to warrant such consideration; whether a Court of Appeal decision would add significantly to the clarity and certainty of English commercial law; and whether for some other reason the Court of Appeal would agree to consider the question of law.

Provided due regard was paid to "speedy finality" there was no justification for making appeals more difficult to maintain that other appeals in respect of which leave was necessary.

The present case was a proper one in which to give leave to appeal. It involved two points of law of general public importance. The sum at stake was nearly \$1.5m. The argument for permitting Trammo to appeal was strong because, having won before three experienced arbitrators, it had lost on appeal. Speedy finality should bow to legal fidelity.

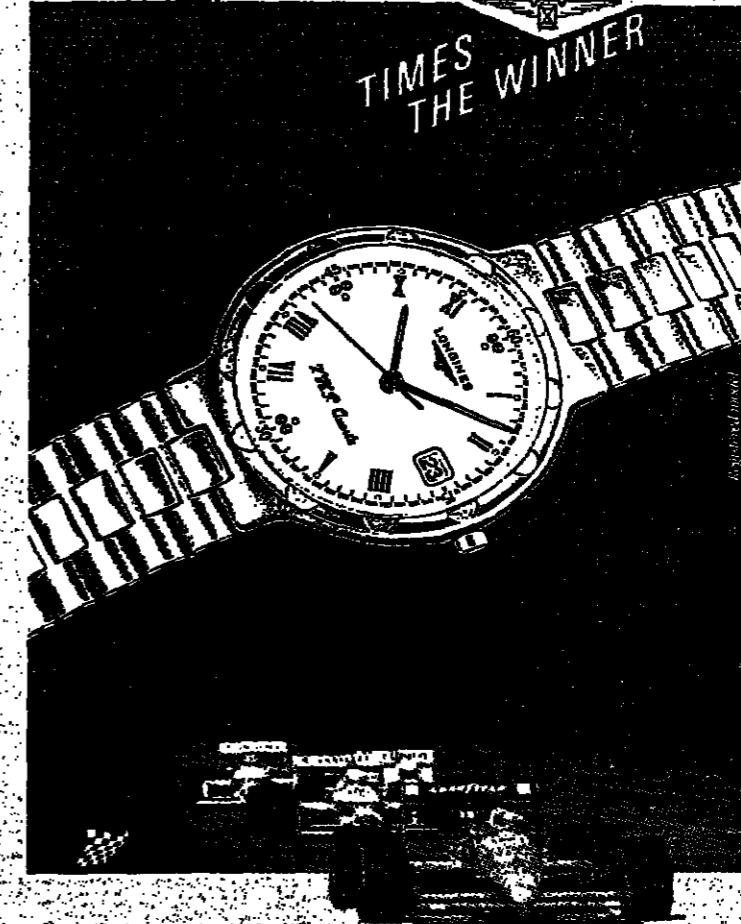
The application should be allowed.

For Trammo: Kenneth Rokison QC and Peter Gross (Ince & Co). For Georges: Peter Goldsmith QC and Jeffrey Chapman (Middleton Lewis Lawrence Graham).

Rachel Davies
Barrister

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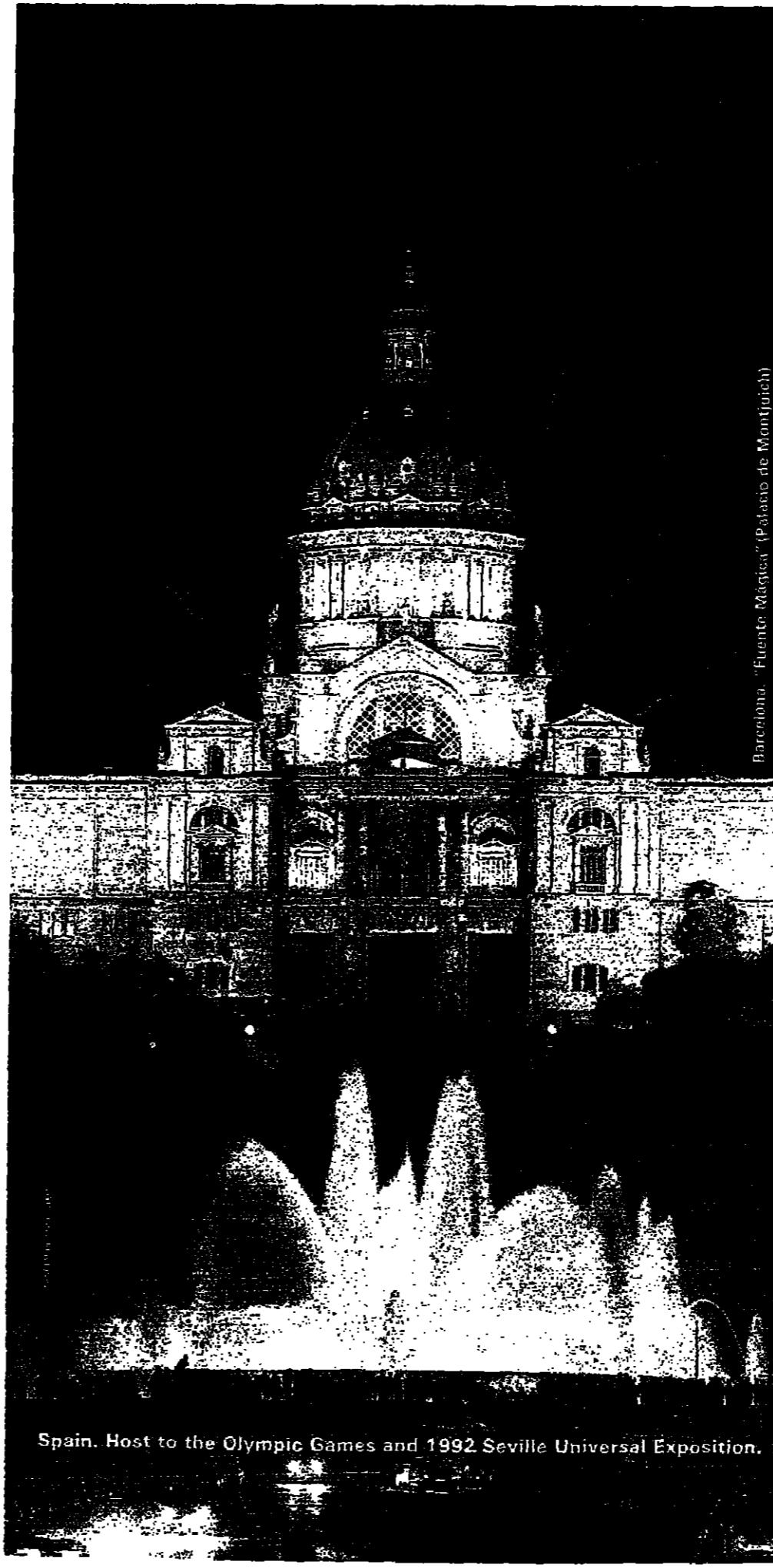
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TECHNOLOGY

Light at the end of the tunnel

OPINION surveys among top executives make the information technology investment paradox painfully clear: four out of five managers think that IT is critical to competitive advantage. Yet almost the same proportion believe their firms use IT poorly.

As IT costs mount in most companies, the problem seems to be getting worse. These concerns drove Impact Performance, a small company based in London's South Bank Techopark with special expertise in computer-based training, to consider how companies justify the way they spend it.

The result of their research

— a method by which the users, rather than the builders of computer systems can assess whether they are getting what they want out of IT — is exciting interest among some of the UK's most advanced computer users, including Marks and Spencer and the Grand Metropolitan group. It has also encouraged a management consultants Coopers Deloittes to sign a marketing agreement with Impact for the product.

Brian Raven, Impact's managing director, points out that the way large computer systems are built is well understood and there are plenty of sets of rules or "methodologies" to help computer specialists in their work. Nothing similar exists for the customer, the manager in a large company with the responsibility for ensuring that a new system has been specified properly, built correctly or does what it is supposed to do.

Impact's product, "Check-it", consists of checklists for each stage of the development process written in business language rather than computer jargon. They are supported by computer-based training and "hand holding" from Coopers Deloittes. The quality and integrity of the checklists have been guaranteed by Admiral, a UK software house used extensively to monitor government computer developments. Marks and Spencer was the testbed for the final stage of Check-it. At £25,000 for a licence, it is probably only for companies developing large projects.

AC

IT disguises its looks

There is a "culture gap" between IT directors and business managers in many companies which is so wide that IT directors believe they cannot discuss their real IT objectives openly at board level. In consequence, they seek approval for IT investments on false grounds which they believe the board will accept.

The evidence for this "hidden agenda" in IT investment planning, which could go a long way to explaining why there is so much disappointment over the apparent return on investment in computers, has emerged from research conducted by C.B.B. Grindley of Price Waterhouse and the London School of Economics.

He gives as an example the IT director who was anxious to create an electronic infrastructure which would prove appealing to middle managers he believed the company should do its best to retain. The high cost of the project had to be disguised as investment in electronic mail and electronic data interchange to pass the board's scrutiny. An obvious consequence was that efforts later to test the return on investment for the systems installed measured the wrong benefit.

Grindley's findings are supported by the latest F1/Price Waterhouse opinion survey carried out among the UK's top IT directors. It shows that while not every director believes in the culture gap, most think it not only exists but damages business performance. The most common view was that it was losing companies the chance to use information technology to take competitive advantage; others felt it was forcing them to use artificial measures to

justify investment.

The cause of the gap, many felt, was that top managers failed to understand the potential value of IT for business success. Almost as many felt that data processing staff did not understand the business implications of IT. Comments from directors included: "Despite IT being a major company expense, it is still not being taken seriously enough"; "I believe the gap exists because IT has isolated itself to avoid direct accountability"; "There is still an erroneous belief that IT is for the young. Senior user management is hoping its junior staff will solve all its IT problems, but it doesn't supply a framework of business discipline and support."

Asked what could be done to overcome the problem of the gap, the most



Paul Strassmann: IT should take a supporting role

Paul Strassmann speaks to Alan Cane about how to get the most from an investment in IT

Guidance through the maze

model for testing whether IT improves business performance.

It was, Strassmann said, a noteworthy contribution to the small body of research based on the analysis of actual business results. Most of his findings go counter to the popular love affair with computers and their profitability.

Such observations indicate his fervent belief in measuring,

recording and comparing.

The first results of his own investigations were published five years ago in a book, *Information Payoff*, in which he introduced the concept of Return-on-Management (R-O-M), a method of calculating managerial productivity — or, as he puts it, "how many dollars you get for every dollar paid for management." Measuring managerial productivity is the key to knowing how to invest in IT, he says. His new book, *The Business Value of Computers*, explores the concept further and sets out the results of his

research in detail. This is not an easy book with simple conclusions but Strassmann's argument comes through clearly. There is no relationship between the amount of money which a company spends on computers and its profitability or productivity.

A company benefits from IT only by using it to support its investment in management.

The source of his conclusions is a database he has built up of the performance of some 232 companies during a project called MPTT (Management Productivity and Information Technology).

Others have used the MPTT data to draw their own conclusions. A five-year study by the Massachusetts Institute of Technology, called Management Productivity in the 1990s, investigated the role of technology in management issues. It includes a contribution from Gary Loveman, a researcher on the project, who used the MPTT data-

base to conclude: "Expenditures on IT capital were less effective in improving productivity than any other type of expenditure considered."

Strassmann thinks this is too severe an analysis: businesses which over-achieve do not spend more money on computers, but concentrate their IT investment in areas which improve their service to their customers. Underachievers spend their computing dollars on overheads, areas customers neither see nor care about.

Which companies does he believe use IT to support management in the way he envisages? His list includes Du Pont, which developed an expert system to help its customers

design food containers; Toyota, which cut the time taken to make and deliver a new car to a customer from 28 days to eight days; and Akzo Coatings, which developed an automated system for estimating and scheduling vehicle repairs.

In each case, he points out, the company could have taken a similar strategic advantage without the use of computers

— the significant gains came from different ways of doing business and better ways of using employee talents.

**The Business Value of Computers. The Information Economics Press. Available in Europe only from Business Intelligence (081 944 1591). \$22.*

regular solution was to whittle away at the problem slowly, attempting to gain a few recruits to the IT cause from general management each time a project led to observable benefits.

The importance of persuading the chief executive to support and insist on implementing IT strategies was seen as important but there were mixed views about "hybrid managers", executives with experience in both the data processing centre and in line management.

While it was the third most popular solution, one director noted critically: "The hybrid manager hotdog is ill-conceived and unhelpful. The British Computer Society [which is promoting hybrid programmes] is out of touch with reality in its campaign on this." No director said they would put their job on the line if their chief executive failed to support IT proposals.

AC

Eastern Europe's legacy of neglect

By John Lloyd

Communism collapses for, as much as anything else, its technical obsolescence. All over eastern Europe, and especially within the Soviet Union, the bureaucratic nature of the regimes is palpably signalled in the prioritization of offices within which piles of yellowing papers sit on desks, or seek to escape from cupboards.

In shops and banks, the slogan is much more common than even an electro-mechanical calculator, far less an electronic one. Roboticised production is limited to a tiny number of plants, mainly in defence. Personal computers are no longer unknown, but they are still

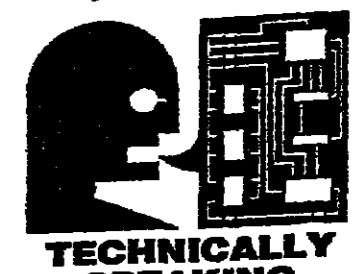
markets — in products, in high street banks, in store technology, in cars. Communist societies were producers' societies: the consumer was a residual, something tacked on to the end of the production line — thus the pressure to woo the consumer, to compete with others who might win him or her more successfully, was, and still is, almost wholly absent.

Finally, computerisation put vast amounts of data and intelligence in the hands of the users. It implicitly challenged the monopoly of information by the Party or the State. It threatened to cultivate independence and alternative analyses. It had to be controlled, monopolised.

Many of these barriers to technical innovation either have been or are being removed. In newspaper offices, in production lines, in warehouses, the first signs of new technologies are appearing: often in the form of screens surrounded by a huddled group of puzzled men, trying to make sense of a computer manual.

Yet in many offices, the newly delivered screens sit gathering dust beside the still-functioning ancient typewriters. The legacy of the decades of neglect and hostility is one of bewilderment, even fear, of the new machines. Eastern Europe has many fewer of every sort of the new technology than Latin America: if now seeks to plug in without passing through a period of "growing up" with the new machines.

There are, of course, a handful of "computer nuts" who have battled against the odds to master the new science. They are all overworked. But there is, as well, a vast mass of ignorance.



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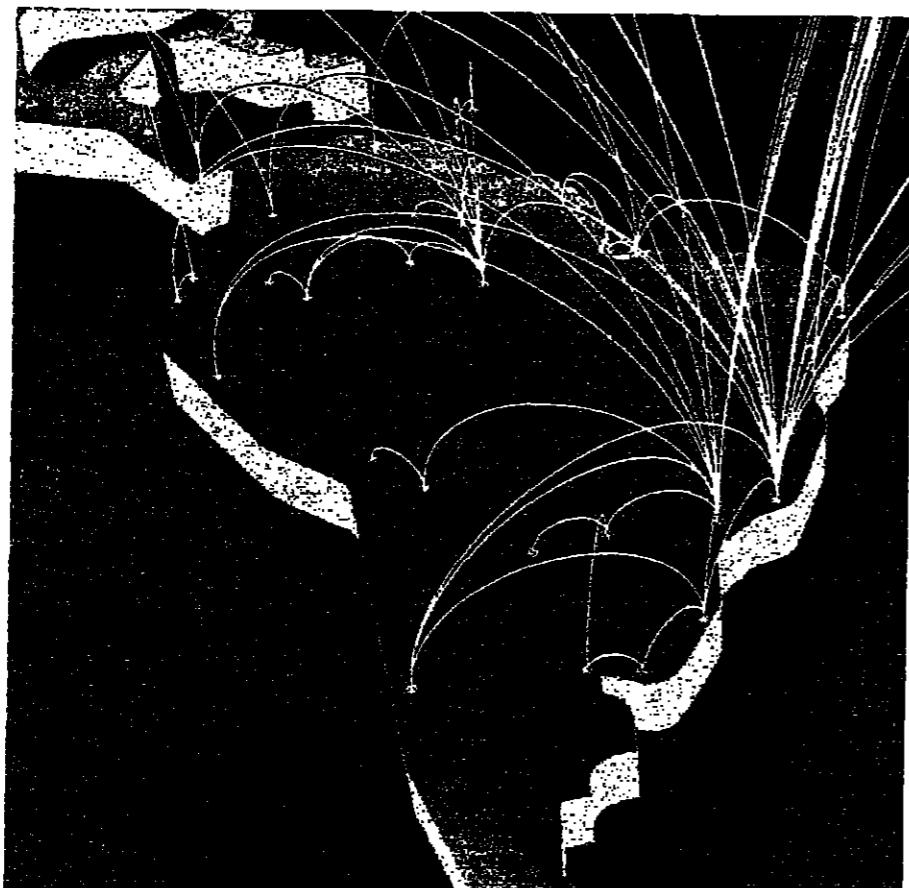
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Tuesday November 27 1990

The choice before them

CONSERVATIVE members of parliament must wish that they could find a composite candidate, one who combines the elan of Mr Heseltine with the experience of Mr Hurd and the commonsense of Mr Major. Each of them could lead the party and the country well, each of them has drawbacks.

In practice, Tory MPs are likely to choose the man who seems most likely to win the next election. Mr Heseltine may well look like the best candidate on this score. Not only does he have a high profile, but he is untainted by high interest rates and the poll tax, both of which have made the government so unpopular.

Mr Heseltine looks attractive because he is least touched by the old regime. But it would be strange for a party that has followed a leader devotedly for more than 11 years to choose her successor simply because he allows it to discard her most completely. It is the course most likely to prolong internal conflict.

All three candidates vie for Mrs Thatcher's mantle, even as they excise the threadbare pieces from the garment. Yet none is exactly a plausible heir. Mr Heseltine has something of the personality, but does not share her instincts; Mr Major lacks the personality but seems to share Mrs Thatcher's approach to economic policy. Mr Hurd, partly because his experience has been outside the economic field, is not personally associated with the thrust of Thatcherism.

Constitutional reform

In an editorial entitled "Building on Thatcherism" (November 21 1989) the FT argued that "the next government must aim to lower inflation to levels seen in the most successful European countries; it should view European integration more positively, while preserving the present government's insistence on an outward-looking, liberal Europe; it should preserve, perhaps extend, the reforms in the labour market and eschew piecemeal tinkering in industry, while providing generous support for market-oriented training and research; it should embrace the need for substantially higher public

spending, notably on education, public infrastructure and health, but resist calls to throw money in any and all directions." To this was to be added a commitment to constitutional reforms that would guarantee liberties and decentralise government.

By these criteria, all three candidates are lacking. Mr Heseltine has already ideas for an independent Bank of England, but this is offset by his predisposition towards intervention. Mr Major is committed to lower inflation and opposed to intervention, but his thoughts in other areas seem largely unformed, or at least unknown. The same sense of small "G" conservatism emanates from Mr Hurd.

Important elements

So, willy nilly, one is thrown back on the personalities. Who might make the better prime minister? Mr Heseltine is an extremely able and dynamic man, who has run an effective and well thought out campaign. But there are doubts about his ability to bring the necessary consistency and rigorous judgment to policy-making.

Mr Hurd is a man of wide experience and sound judgement; there are some attractions in a combination of Mr Hurd as prime minister and Mr Major as chancellor. Yet Mr Hurd is not well qualified to give a lead to the country and the party in the forthcoming discussion of economic and monetary union, or on fundamental questions of economic policy. He would also be too obviously a transitional figure.

Of the three candidates Mr Major seems most likely to extend the achievements of the Thatcher era. He is no radical reformer, but can be expected to apply a practical approach to difficult issues like education and health which do not lend themselves to neat, ideological solutions. He is no intellectual, but his instincts are sound, he listens to advice and has the capacity to widen the appeal of the Conservative party. There are risks in appointing as prime minister someone whose record of achievement in high ministerial office is relatively limited, but the party should be bold and make Mr Major its leader.

The way ahead for Poland

POLAND has defied the pundits. It was expected that Mr Lech Wałęsa, the leader of the Solidarity trade union movement, would gain the most votes in the first round of the presidential elections. But it was not expected that Mr Stanisław Tymiski, the self-made émigré Polish-born businessman, would push Mr Tadeusz Mazowiecki, the prime minister, into this place and out of the race altogether.

Intellectuals are stunned by the result. Workers are delighted. But, assuming that Mr Wałęsa will become president in the second round, which takes place on December 9, what do these results mean for Poland, and for the economic reforms?

It is not enough to say that the Polish electorate has shown its lack of sophistication. It is a country of many contradictions and deep divisions. It is easy to forget that this election was the last genuinely free vote in Poland since before the second world war. Not until next year will it choose a freely-elected parliament, making it the last of the eastern European countries to do so.

Yet in 1989, Poland, armed with a unique coalition of workers and intellectuals, was the first in the region to challenge the ruling communists – and at a time when nobody had heard of Mr Mikhail Gorbachev. In 1989, it was also the first country to embark on radical economic reforms which won international praise. And judging from the stoicism with which they accepted these unpalatable reforms, that seemed to imply support for Mr Maziowiecki.

Worrying trend

But reforms per se do not breed pragmatic politicians. On the contrary, Sunday's election means that the special relationship between workers and intellectuals is all but buried. It also suggests that the pols have opted for heroes and populists, while Messrs Wałęsa and Tymiski represent it is a worrying trend.

A populist president could influence the composition of the next parliament. That parliament could opt for a less painful road to the market economy than that advocated

A retreat by banks around the world from private sector lending is adding to the uncertainty faced by the world's economic policymakers. For if the retreat intensifies, it could be the economic downturn in the US, UK and elsewhere into a deep recession.

Invest's invasion of Kuwait has intensified a pull-back from corporate lending by banks into a more worrisome withdrawal: so worrying, in fact, that it has agitated even that most conservative of institutions, the Bank for International Settlements.

The BIS, the central banks' bank, believes the Gulf crisis spells significant risks for the world's economic and financial system. The danger is that higher oil prices will weaken the world economy and could combine disastrously with the present credit crunch. At its most extreme, a credit crunch is where banks trigger corporate collapses because of their nervousness about lending to all but the most creditworthy customers.

Banks are squeezing credit hardest in the main Anglo-Saxon economies: the US, Canada, Australia and Britain. But there is evidence of a squeeze even in Japan and continental Europe.

At the heart of the problem is the vulnerability of some of the world's largest banks at a time when an international agreement to reinforce their capital is being enforced.

Many banks are now paying a heavy price for following up their unwise loans to developing countries in the 1970s with incursions lending to the industrialised world in the 1980s. Their lending in the past 10 years looks risky because much of it was to highly-indebted companies or it was used to buy assets which became overvalued.

The invasion of Kuwait had the most dramatic impact on the banks that have dominated international business in the 1980s – the Japanese. According to the BIS, the assets of Japanese banks abroad quadrupled between 1983 and 1988 to \$1,750bn, an expansion which accounted for more than half the increase in international banking activity over the period. Until early this year, Japanese banks held almost 40 per cent of all international bank assets, double the level of seven years ago.

The invasion compounded the problems of an already shaky Tokyo stock market. Controversially, the Japanese banks are allowed to count 45 per cent of the gains on their extensive equity holdings as part of their capital base.

So when the Tokyo stock market crashed, at one point by more than 45 per cent from its peak last December, it had a serious effect on the banks.

The banks – in particular the big city banks (the main commercial banks) – are in danger of missing new international capital adequacy standards and are unable to raise new capital because of the weak equity market. They have set out to shrink their balance sheets by reducing outstanding loans. The collapse in Japanese city banks' capital ratios (the ratio of capital to assets, which is the measure of the banks' resilience to financial adversity) thus represents, according to Salomon Brothers, the US securities firm, "a major turning point in global financing trends".

In the US, banks have retreated from lending to whole sectors of the economy, prompting a call from the Mr Nicholas Brady, US treasury secretary, for banks not to choke off the supply of credit to businesses.

"We could be entering the most restrictive lending environment for 30 years," says Mr David Hale, economist at Kemper Financial Services in Chicago. "It's not a credit crunch but a crimp, since it's not across the board, but real estate and financial services have been savagely hit."

Salomon Brothers estimates that the nine US banks most short of capital will either have to raise \$7bn in new equity capital by 1992 or shrink their balance sheets by \$700m, a sum

equivalent to 20 per cent of their assets. If this happens, the banking system will be unable to sustain the strong growth in lending that accompanied most net economic recovery. This could mean a net contraction in bank lending during 1991 and 1992. "As a result of the global nature of the current lending squeeze, the odds are high that small and medium-sized US firms as well as property developers will find it more difficult to obtain capital during the 1990s than at any time since the 1980s," says Mr Hale.

Internationally, banks have already forced up lending margins – the difference between the interest rate at which they borrow and the rate at which they lend – to corporate customers. Decisions by banks to withdraw from lending to troubled companies have also precipitated corporate failures, most noticeably in Britain.

One source of worry for companies

Stephen Fidler, Deborah Hargreaves and Simon London assess the implications of a retreat from corporate lending by banks

Crunch or crimp – it still hurts

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One source of worry for companies is that the loosening of their relationships with banks over the past 10 years means banks are less committed to their clients' long-term well-being. The proliferation of bank lenders to many companies is also a potential source of instability. Many companies say they are re-emphasising relationships with a manageable group of lenders.

Unease is spreading among company treasurers, even those with high credit ratings. "This feeling has not reached panic proportions yet," explains Mr Tony Rice, assistant treasurer at British Aerospace, "but everyone is looking at the market with a view to grabbing funds while they are still available."

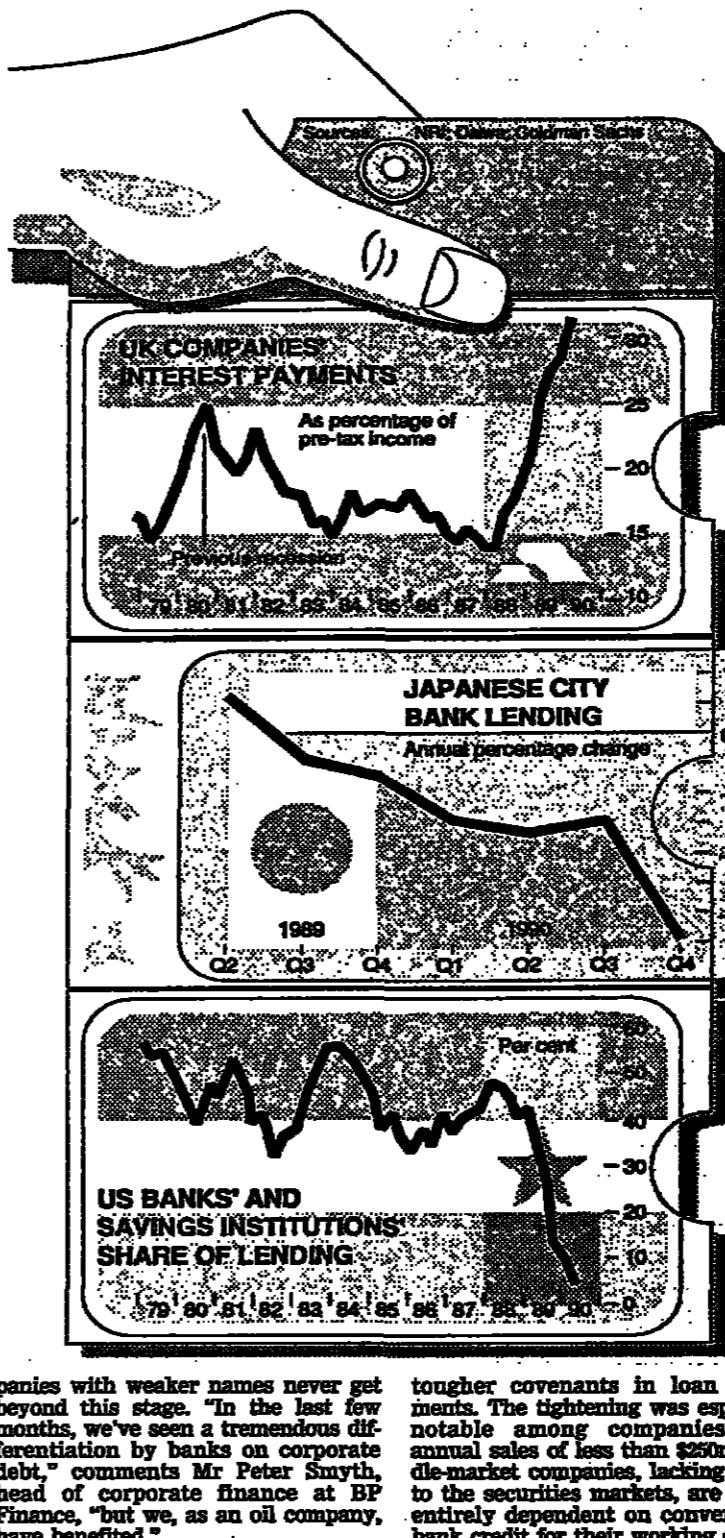
British Aerospace was a beneficiary of the credit surge of the late 1980s. Just over a year ago it secured a standby financing which gave it a cheap source of funds for five years. BAE pays an interest rate of just 0.1 per cent over money market rates.

"Bank pricing was ridiculously low," Mr Rice says, "but we didn't foresee the speed and intensity of the increase in funding costs."

The sudden rise in the cost of finance has left a lot of companies trying to lock in funds now before the market rises any further. Mr Rice says BAE is seeking to pre-fund future requirements, even if it means paying for carrying funds that are not needed immediately.

Ms Lucy Heller, treasurer at Booker, the agribusiness and health products company, says the banks' nervousness about corporate lending was evident when the company was putting together a £150m facility for the acquisition of Fitch Lovell, the food distributor, in August. While Booker has small borrowing needs and tries to maintain close relationships with a group of banks, it noticed that several banks were not able to deliver the amounts promised for its loan.

Large companies report that banks now have much more stringent checks in place before lending funds. For even the most creditworthy companies, the process of borrowing takes longer. Banks' internal credit committees are scrutinising more closely all applications for funds, and many companies



with weaker names never get beyond this stage. "In the last few months, we've seen a tremendous differentiation by banks on corporate debt," comments Mr Peter Smyth, head of corporate finance at BP Finance, "but we, as an oil company, have benefited."

The difficulties in obtaining credit have filtered through to UK local authorities. "There is a definite two-tier market, so that the authorities that are perceived as 'good' have more access to funds at a cheaper rate," says Mr David Lester, treasurer at Sutton District Council.

In the US, a Federal Reserve survey in August showed that more than half of a group of 60 domestic banks were increasing lending margins or seeking

tougher covenants in loan agreements. The tightening was especially notable among companies with annual sales of less than \$250m. Middle-market companies, lacking access to the securities markets, are almost entirely dependent on conventional bank credit for their working capital.

Mr Gordon Johnson, assistant treasurer at Stride Rite, a shoe maker based in Cambridge, Massachusetts, says the bankers he talks to are seeking fatter fees and higher interest rates from their corporate customers, although his company is not paying more at the moment. Stride Rite is also following very closely the fortunes of its two main bank lenders – in case their financial troubles cause them to withdraw credit lines. Top

rated foreign banks based in New York report that, for the first time, US companies are seeking them out as lenders, because they are worried about the health of US banks.

The chief financial officer of Tyco Toys, Mr Harry Pearce, says his company is actually paying less for its bank credit than it was a year ago. But he agrees this is atypical and a result of the strong performance of the company, which is based in Mount Laurel, New Jersey.

In Britain, the Bank of England says the level of debt in the corporate sector in relation to company earnings is at the highest level for more than a decade, resulting in greater financial fragility. It has issued guidelines to provide a framework for banks to agree on increasing number of charges, support operations.

The Nomura Research Institute, subsidiary of the Japanese securities house, uses Bank of England figures to show that a withdrawal from lending by Japanese banks would hit some UK sectors harder than others. For example, Japanese banks account for more than 27 per cent of total lending to wholesalers. By contrast, the same banks account for only 7.1 per cent of outstanding loans to manufacturers. As a whole, NRI points out, the liquid assets of UK companies are higher than in the last recession. But those with liquid assets are a different group from those which have built up debts.

As the Fed found in the US, smaller companies are suffering most in Britain. The niche retailer, Pied a Terre, has the backing of a venture capital fund and is to some extent protected from the worst excesses of the squeeze. However, the company has taken a conscious decision to maintain a relationship with just one lending institution, Hamleys.

"We have turned down other sources of funding over the past two years because we felt, on balance, that the relationship was more valuable than a few basis points off the total cost of funds," commented Mr Ian Cheshire, director of corporate finance and development.

Mr Charles Verrall, acting finance director of the property and construction group Tern, previously occupied senior finance posts at Midland Bank, Westland and Guinness. "Tern has maintained a relationship with Lloyds in Cardiff since the firm was founded," he said. "But banks assess their exposure on an industry-by-industry basis and there is a red mark against property-related business – there is nothing we can do."

For now, it appears that the impact of the credit crunch on most companies in the UK has been to force up the cost of funds, rather than to reduce their availability. The effect is most severe on companies with lower credit ratings, on smaller companies and on certain sectors of the economy, such as property. The experience in the US is similar.

The crunch has also meant that the balance of power has shifted from borrowers, with which it has resided for a decade, towards lenders. It has also increased the returns – which had long been slim – to banks on their lending.

While it will undoubtedly increase corporate failures, often causing hardship in some areas, the outcome could be fairly benign. Mr Manuel Johnson, former Federal Reserve Board chairman, suggests that the scare results largely from a crisis of confidence. "We've seen banks' balance sheets in a worse state than they are now, without the kind of reaction we're seeing now," he said in London this month.

The big risk to this view stems from the Gulf crisis. A war, especially one that did not end quickly, would result in a tightening of the financial noose around the neck of many companies. Without quick action by central banks to lower interest rates and ease the pressure, this would almost inevitably bring about the severe recession dreaded by economic policymakers.

Behind the MCA scenes

■ Rarely has a Hollywood deal seen the involvement of as many Washington heavyweights as yesterday's \$6.1bn (£3.1bn) takeover of MCA by Matsushita of Japan.

Weeks before the contract was signed, high-powered Matsushita lobbyists such as Robert Strauss, the former chairman of the Democratic National Committee, began trying to soften up key members of Congress for the sale of another piece of the American soul – in this case, the reality of a Poland scuttled with decrepit villages, polluted towns, run-down cities, corruption and a large debt which together amount to the malignant legacy of communism. Poles, in Mr Wałęsa's populist view of the world, must control their own destiny. In a different line, Mr Tymiski, offering riches tomorrow, was peddling a similar line.

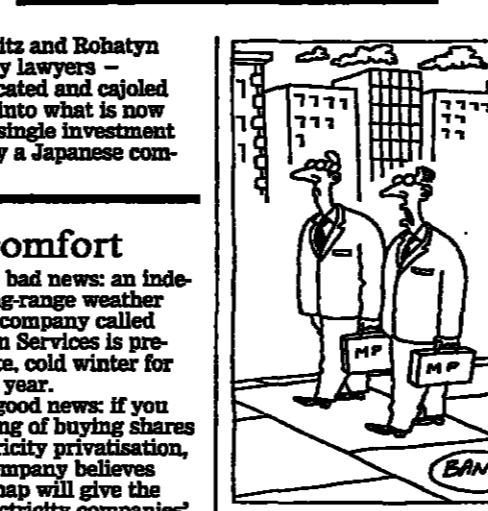
The intellectuals and technocrats think otherwise. If Poland is to be a member of the new Europe, it must open its doors to the market economy, to ideas, and to tolerance. Populists by nature lean towards intolerance and authoritarianism, trends which are again re-emerging throughout all the countries of eastern Europe. These trends could dislodge foreign investors from the initial phase of the talks.

Meanwhile, the man who brought Matsushita and MCA together is Michael Ovitz, the talent agent who is known as the most powerful man in Hollywood and who was also a broker in last year's takeover of Columbia Pictures by Sony of Japan.

Mr Ovitz's agency, Creative Artists Agency, was first hired by Mr Balcerowicz as his new prime minister. Populists may say this has to be allowed. But if Poles in the long term are to reap the benefits of the market economy, the country's new president must create a wide and tolerant space for new ideas. Without it, Poland will drift away from the Europe for which Mr Maziowiecki stands.

One insider says the convergence of such firepower "was a sight to behold" as Messers

OBSERVER



"I left my endorsement of Douglas Hurd in my other grey suit."

among Toronto's 60,000-strong Polish community. Before entering the presidential race, his political experience had been limited to a spell as leader of Canada's tiny Libertarian Party.

He also provided some financial support to the National Citizens' Coalition, a right-wing lobby group whose causes have included a court challenge against the use of trade union dues for donations to political parties.

Tymiski, 43, has built up a somewhat unusual business empire which includes not only Transduction, but also a cable television station, a fruit-and-vegetable farm and a restaurant in the Peruvian jungle city of Iquitos. Transduction is credited with perfecting the optic isolator, an exotic device used by power utilities to eliminate some of the hazards associated with high-voltage transmission lines between transformers and computers.

As Tymiski's business partner Frank Ollie dashed off to yet another television interview,

view in Toronto yesterday, he insisted that the publicity generated by the Polish election "won't have any effect on our business one way or another. We're pretty low-key."

Just the ticket

FOREIGN AFFAIRS

By fair means or foul play

Jurek Martin argues that Mrs Thatcher's fate finds parallels in other leading democracies



Leaders who came unseated: from left, Ciriaco de Mita, Joe Clark in 1980 and Lyndon Johnson

Only in the US, Canada and, in its presidency, France, was change, or no change, brought about directly by the vote of the people, though there is a wrinkle to the Canadian record. But Italy did not have 12 general elections, nor France eight and Japan six, in the Thatcher years.

Resignation from scandal and death took a small toll, most often in Japan, but it is statistically, as well as empirically, undeniable that other ruling parties do go about removing their leaders, or trying to. Conspiracy is the universal essence of politics; the difference is merely one of technique. It does not even necessarily matter whether the leader under threat is a "world statesman", as Mrs Thatcher's adherents would argue, or a relative political nobody.

Precise international comparisons are not easy. Systems with constitutionally elected presidents – the US and France – are obviously inferior.

Probably the closest comparisons to British political practice are with Japan.

ently different from those with ceremonial ones – Germany and Italy – and also from mixed and parliamentary democracies, where, unlike the UK, ruling parties often split the job of head of government and party leader.

Still, Mrs Thatcher's fate does find some parallel in the US, though not in the past 11 years, and not, it must be stressed, with Richard Nixon, who was undone by more than his own party. The closest comparison is in 1968 when President Lyndon Johnson actually won the New Hampshire Democratic party primary.

Then, but by such an unconvincing margin over the anti-war candidate, Senator Eugene McCarthy, that shortly thereafter he withdrew from the race. But in 1980 even Jimmy Carter was able to withstand party challenges to his renomination.

The cabal of the smoke-filled room is, of course, a preferred way of disposing of leaders. It took the German Christian Democrats four years to sum up the courage but in 1983 enough got together to persuade the ageing Konrad Adenauer to stand down as chancellor in favour of Ludwig Erhard, his sworn enemy.

In 1974, Willy Brandt resigned over the Günter Guillaume scandal, but with the assistance of a few well-placed shaves in the back. In 1983 Helmut Schmidt may have considered himself betrayed less by his own party than by his coalition partner, the Free Democrats, which switched sides, putting Helmut Kohl in office. The general election followed afterwards.

In Italy, it is more the exception that ruling party leaders are simultaneously prime ministers. But last year Ciriaco de Mita was both, before being unseated first as party leader by a congress of his own Christian Democrats and shortly thereafter as prime minister. (At least that was done in Congress and not confined to parliamentary representatives.) This relative openness is not a characteristic of Italian politics.

In France, of course, the president can pretty much do as he likes with the prime minister, except when the two are from different parties, as in the Mitterrand-Chirac collaboration, when a certain delicacy is required. But there was much speculation a week ago that President Mitterrand might dispose of Michel Rocard regardless of the outcome of the no-confidence vote. As spiritual head of the Socialist party, it would have been considered within his prerogative.

It might be added, for comparative purposes, that President de Gaulle himself was pushed out, like Mr and Mrs Thatcher, by a progressive deterioration of public confidence and also after winning a vote, in his case a referendum, less than overwhelmingly. But he went of his own volition. He would not have listened to men in suits anyway.

Probably the closest theoretical comparisons to British political practice are with Japan, which has a constitutional monarchy, a parliamentarian government, if it is determined by the card-carrying national

membership, as happened in 1982 when Yasuhiro Nakasone won.

But, in reality, the factions had more or less settled that race in advance and Mr Nakasone did not unseat an incumbent, Zenki Suzuki having resigned for reasons as mysterious as those which had elevated him to the top two years before. It is probable now that Toshiki Kaifu will not be prime minister and party leader for much longer. He comes from a weak faction with no power base and will presumably consider it pointless to try to cling on to office. The faction bosses ultimately will decide.

Sometimes a resignation can lead to unexpected results. The best example of this in the Thatcher years can be found in Canada in 1979-80. Having lost the general election to Joe Clark's Conservatives in 1979 after serving almost exactly the same length of time in office as Mrs Thatcher, Pierre Trudeau resigned as party leader in November. Less than a month later, Mr Clark lost a vote of confidence in the Commons, precipitating another election. Since the Liberals had chosen a new leader, Mr Trudeau agreed to soldier on – and promptly found himself prime minister again when the Conservatives dumped the Conservatives the following February.

It is probably a little late for Mrs Thatcher to try to emulate Mr Trudeau, who was never wealthier Commonwealth leader. Nor, if the example of Lazarus seems preferable to the delights of Dulwich, should she look elsewhere in the old empire for precedent or inspiration. John Vorster and P.W. Botha have not come back; the summary removal of Gough Whitlam by the Australian

Tories have enjoyed uninterrupted power for less than a third as long as their Japanese counterparts; the Liberal Democratic party in Japan is still probably several light years away from choosing a woman as leader; and, crucially, a Japanese prime minister does not possess much real power.

Still, the LDP's rules, though elastic, do contain provisions for regular leadership elections – normally every two years. Because of the faction-ridden nature of the LDP, these are sometimes taken quite seriously, though never as much as the machinations of the smoke-filled rooms. If a leadership contest has fewer than four contenders, the vote is confined to Diet members; if it has four or more, each having obtained enough supporting endorsements, it is determined by the card-carrying national

governor-general in 1975 might tempt the Queen; and party coups are all the rage in the Antipodes.

The suspicion, therefore, is that, by international standards, the British Tory party is going about its business rather fairly and openly. Which is not to say that it is right to remove "a great stateswoman" from the scene. But merely that it has the right, and the rules, to determine its own leadership.

If the electorate disagrees, that is another matter and another forum. But, as Jimmy Carter said, and he should know, "Life isn't fair"; nor is politics.

LOMBARD

The one who ought not to succeed in the Tory race

By Samuel Brittan

Mrs Thatcher is well known to believe that the one Conservative contender at all costs from obtaining the Tory crown is Michael Heseltine. Although I can list many issues from European money to mortgage relief on which Mr Heseltine's position is preferable to hers, she is basically right.

It was infelicitous for the prime minister to say that Mr Heseltine's ideas were akin to those of the Labour party. In principle, at least, Labour's economic interventions are designed to help the poor and less fortunate, however guided the thinking. The main thrust of Mr Heseltine's interventionism is to help business and industry; its true name is corporatism. A moderate Labour government (preferably without an absolute majority) would be preferable.

David Henderson of the Organisation for Economic Co-operation and Development has made a list of fallacies which he calls – over-charmingly – do-it-yourself economics, and I have rechristened businessmen's economics.

Chapters four and five of Heseltine's own book *Where There's a Will* (Hutchinson, 1987), are a rich source of all these fallacies. We are told: "A large favourable balance in manufacturing has always been an important contributor to economic wellbeing." There is a paean of praise to Japan as "a brilliantly orchestrated and managed partnership between the industrial and governmental worlds". What does Heseltine like about government policy? "EUREKA, Alvey, ESPRIT all mean the same thing: the use of taxpayers' money to underwrite commercial, civil and industrial activity to keep Britain up there in tomorrow's competition."

Then too: "There are industries such as the steel industry, the car industry and the perfume industry which cannot be allowed to fail if Britain or another, whoever is leader, is to remain an advanced economy." Or: "Politics... panders to consumers, so investment has to suffer." (What else is economic activity for?)

But, a reader might ask,

"has not Nigel Lawson, whom you frequently support, declared in favour of Heseltine?" Alas he has; and my sadness on hearing the news was greater than words could express. For if anyone is bitterly opposed to everything that Lawson has stood for it is Heseltine and his most committed supporters. The one original Heseltine backer who fancies himself on finance and economics laid waste on the steps of the Savoy Hotel a few months before Lawson's resignation to say how much he agreed with Sir Alan Walters,

and economic beliefs for perennially disputable macro-economic institutions.

Third, Lawson said that Heseltine would be the most likely to win the next election. Winning an election for its own sake is not the be-all of politics. But even assuming it were, the average of the polls show surprisingly little difference between Major and Heseltine. But let us grant that Heseltine has something extra he could pull out during the campaign. Why should he not do that as party chairman, especially as he has said that he would go to the ends of the earth to help the Tories to win?

More sophisticated thought is that the Treasury could be relied on to turn its foot down. But our charismatic contender has thought of that already. He has published plans for a strengthened Department of Trade and Industry, which would keep the Treasury in place. If and when he had an election victory safely behind him, we might find that he means it all.

It would be wrong to present my reservations purely in terms of political economy, as if he were some Harvard economist who favoured more interventionism than was prudent.

Heseltine's political style worries me even more. There is nothing wrong with reasonable ambition, but the obsessive way in which he has pursued the Conservative leadership since he resigned as defence secretary in 1985 has not been an attractive spectacle. I can remember several years ago – when he first started saying that he could not envisage the circumstances in which he would stand against Margaret Thatcher – thinking of the built-in get-out, that circumstances had arisen which he had not envisaged; and so it proved. Then again there is his obsession with opinion polls, especially about himself, in the past, present and future.

No one can accuse my articles of being unduly deferential towards Mrs Thatcher. It is all the more reason that if – with every admission of fallibility – I see a candidate with most of her faults and few of her virtues, I should say so.

LETTERS

A time limit to work both ways

From J.R. Walker.
Sir, Samuel Brittan would limit a prime minister's period of office. I believe he misses an essential prerequisite.

A prime minister is given too much power over the opposition because he/she can fix the date of an election with minimal notice and at a time of maximum inconvenience; and over his/her own party because unless they vote as instructed, they might plunge everyone into an election and themselves out of a job.

A prime minister could be limited to (say) two terms but

The hard Ecu plan is increasingly problematic

From Prof Tim Congdon.

Sir, Mr Paul Temperton suggests (Letters, November 22) that my criticism of the hard Ecu plan was unjust. I said that the official plan was vague about what kind of "money" the hard Ecu was supposed to be and, in particular, about the distinction between notes and deposits. But, as Mr Temperton correctly notes, an article in the autumn issue of the Treasury Bulletin did distinguish between notes and deposits.

The good news is that the article clearly envisages a hard-Ecu banking system, where commercial banks are presumably free to make hard-Ecu loans and create hard-Ecu deposits. If such a banking sys-

tem existed, the introduction of the hard Ecu would involve new money creation. However, the Treasury has asserted that, because the hard-Ecu liabilities of the proposed European Monetary Fund would have to be fully backed by national currencies, the plan would not lead to new money creation.

There is a contradiction here. The Treasury Bulletin article also does not specify whether the national currencies held by the EMF should be exclusively claims on central banks (notes + balances with the central bank) or should also include claims on commercial banks. The implications for monetary conditions and the EMF's profitability would be very different for the two types of asset.

Also, if the hard-Ecu scheme is to mean anything at all, holders of national currencies have to switch them into hard Ecu. But the Treasury and Bank of England are worried

that excessive growth of national-currency money supplies could lead to too much switching, which would result also in excessive growth of the quantity of hard-Ecu. They have therefore proposed that national central banks would have to repurchase their own currencies, if EMF holdings of such currencies came to exceed certain pre-set limits.

But what if heavy switching into the hard Ecu is due not to the rapid growth of quantities of national currencies, but to a propensity to move into the hard Ecu from a well-managed, slowly-growing national currency. This would surely be the point of the entire hard-Ecu plan. In this case would a central bank still have to repurchase its currency?

Perhaps there will be an article in a future Treasury Bulletin saying that the EMF will have discretion about the appropriate scale of repurchases, but this would make the arrangements artificial to the point of absurdity. The government should drop the hard-Ecu plan before it is ridiculed by our European partners.

Tim Congdon,
Managing Director,
Lombard Street Research,
c/o Gerrard & National,
33 Lombard Street, EC3

Anomaly in the auditing process

From Mr Peter Wain.

Sir, The prime role of auditors is to ensure that the company's Board of Directors presents to its shareholders a fair, honest and accurate report on their company's financial performance. Whether anomalies, therefore, that auditors report, within the company, directly to those same directors, on whose judgment they are

effectively commenting.

Would not be more reasonable to require auditors, particularly of listed companies, if auditors were required to report to an Audit Committee of the Board, comprising a majority of non-executive directors of the company?

Peter Wain,
Chief Executive, Hanson Green,
7 Cavendish Square, W1

anomalous in the auditing process

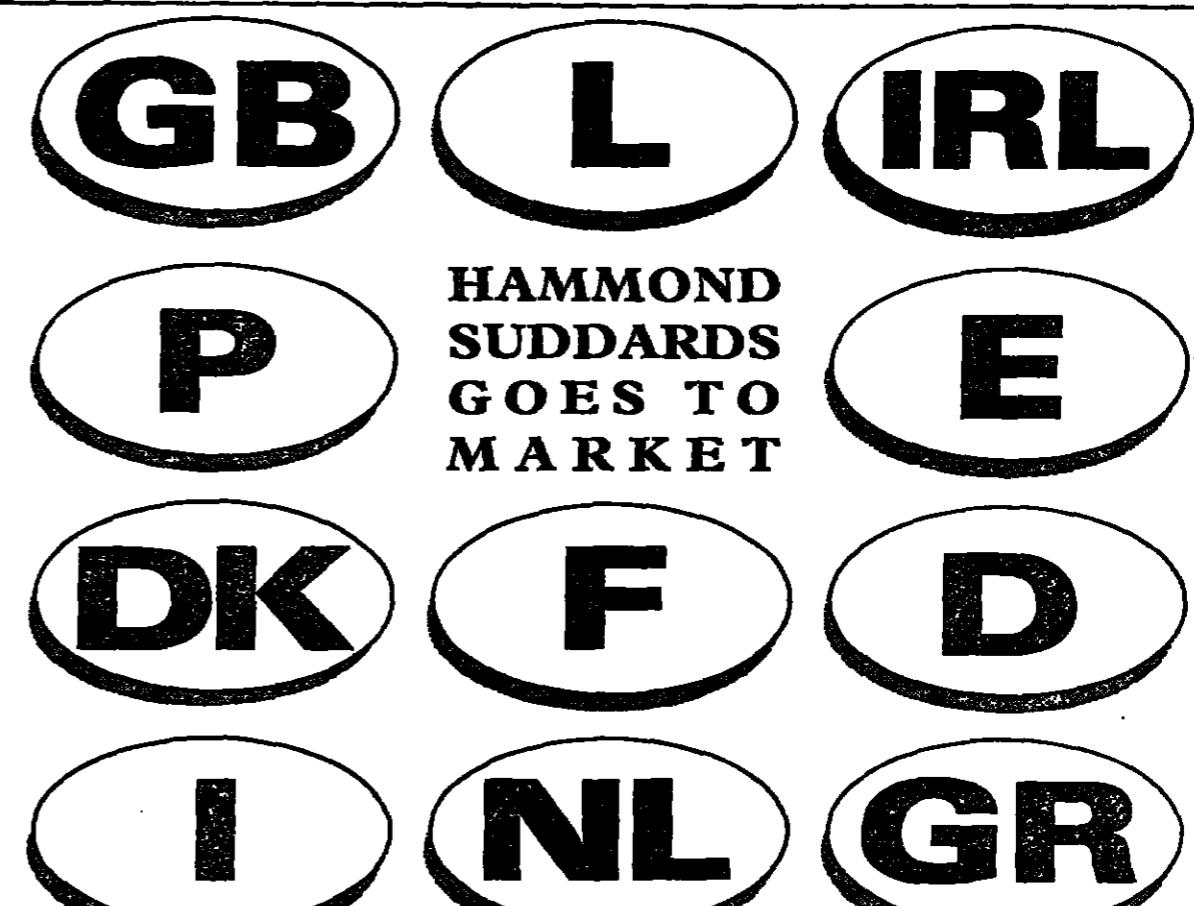
From Mr Peter Wain.

Sir, In his article on Mrs Thatcher ("Her character may determine her destiny", November 23), Joe Rogaly writes: "The British policy was in a terrible mess in the summer of 1978. Inflation was rising. Unemployment was climbing. The level of 1979 was likely to come into prominence again as a general election approached and we can be sure that politicians will bend the story a little one way or the other to suit their own positions. All the more reason for responsible commentators to take extra care."

The measurement of unemployment has been the subject of controversy, even so, I do not think there is any way to make British unemployment "climb" in the summer of 1978. Take first the seasonally-adjusted figures for unemployed, excluding school leavers, for the United Kingdom. The num-

ber was 1,422,400 in December 1977, and 1,321,900 in December 1978, an average monthly drop of over 5,000, which was pretty steady throughout the year. There was then a jump, in January and February 1979, of 42,000 in all, but by April the number was back to the December figure, and the fall resumed at 12,000 a month to September. The average monthly drop from December 1978 to September 1979, was 7,000. This was the story, as it was seen in the monthly Digest of Statistics of June 1980.

There have been many changes in the measurement of unemployment in recent years, and it seems worthwhile inspecting what effect, if any, these changes have made on the story of 1978. In the table below, I show the seasonally-adjusted quarterly rates of unemployment in the United Kingdom for 1978, taken from



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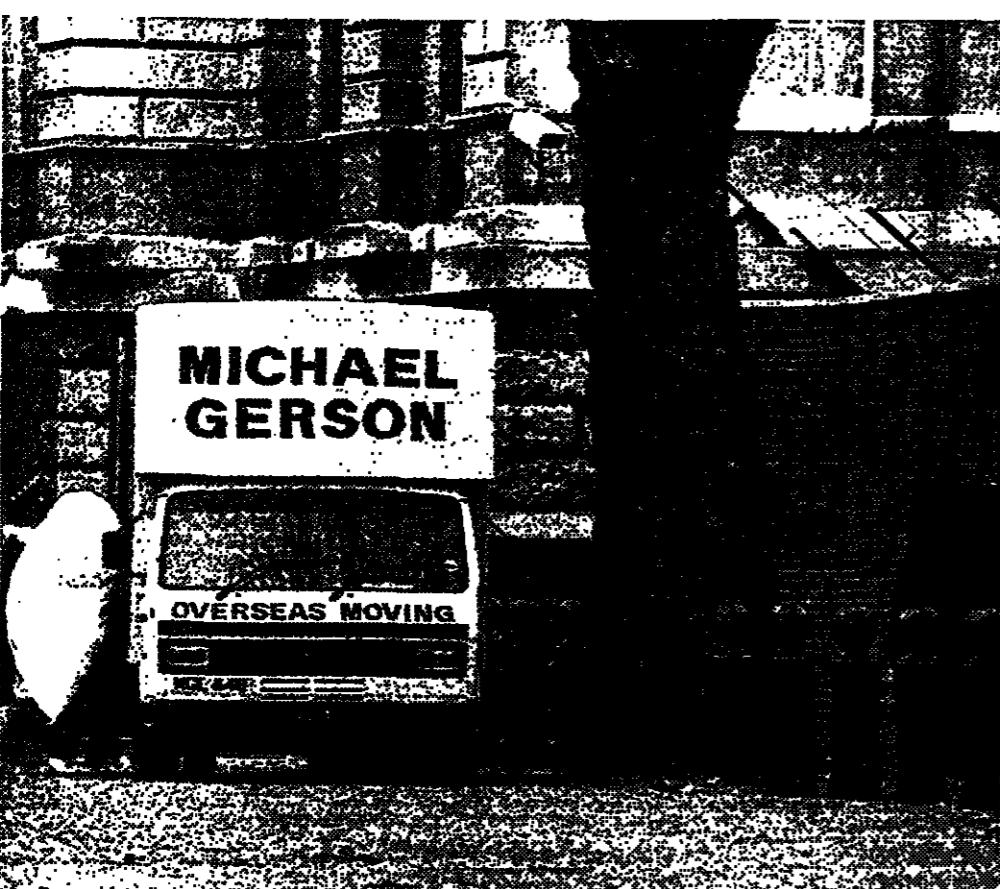
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Quarterly UK unemployment rates (seasonally adjusted) per cent)											
			1978			1979			1980		
Q1	Q2	Q3	Q4	Q1	Q2	Q					

FINANCIAL TIMES

Tuesday November 27 1990



AFFAIRS OF STATE were pushed aside by Mrs Margaret Thatcher yesterday, writes Ralph Atkins. As she gave a series of parties for those who have worked with her in the past 11 years, a removal van at the back entrance of Downing Street (above) prepared her for the move to her civilian home in south London.

If the leadership election produces an outright winner today, the prime minister will spend one last night at Downing Street before handing in her seals of office at Buckingham Palace tomorrow. If the contest goes to a third round, she will stay until Friday.

Since announcing her resignation, the prime minister has received 24,000 letters, mostly

offering sympathy and support, and more than 1,000 bouquets of flowers.

A lunch in 10 Downing Street for close political friends included Mr Cecil Parkinson, transport secretary, Mr Norman Tebbit, former party chairman, and Lord Joseph, who held ministerial posts in the Conservative government. "There is a large world stage and I hope she will be contributing to political thinking for a long time to come," Mr Tebbit said afterwards.

Mrs Thatcher will attend her twice-weekly session of questions in Parliament today and, if necessary, on Thursday. She will then have to sort out her private papers before deciding on a career beyond Downing Street.

Custom and practice has it that deaths are always reported by willing journalists who have taken place on the way to hospital. In the case of lies, on the other hand, this simply never occurs at all.

This arrangement is in force to ensure that MPs can feel free to tell the truth to journalists in the sure knowledge that they will not be quoted.

In this never-never world, Winston Churchill got the

closest to defining the less-than-true when he once referred to "terminological inexactitudes". Yesterday, the inexactitudes were more numerical.

What made them the more compelling was that even those peddling their canvass returns could not be blamed for inaccuracy.

At one point, by adding all the claims together it was possible to calculate that from a total of 373 Tory MPs, some 415 were said to be firmly committed to one leadership contender or another, while a further 30 to 40 were reported to be undecided.

These bizarre equations were supplied and updated throughout the day by the rival team managers, armed with all the gung-ho confidence of used-car salesmen.

"The others will be lying, but I am not", said one campaigning MP, a thoroughly unconvincing smile stretched across features often celebrated for their sincerity when seen on television.

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INSIDE

Goodman Fielder to vote on chairman

Unhappy shareholders in troubled Australasian food group Goodman Fielder Wattie have blocked an executive share option scheme and forced a vote on the re-election of Pat Goodman (left) as chairman. Having revealed a net loss of A\$35.5m (US\$35.5m) for last year, Goodman told the annual general meeting: "You have a right to be concerned about how this happened." The board, he said, had recognised that it had to take tough decisions and had already performed "the necessary surgery". Page 26

Retailers sing Christmas blues
US retailers are hardly brimming with holiday cheer as the Gulf crisis continues and recession looms. They are determined to beat off the expected slowdown in sales this Christmas with discounting, promotions and promotional events. This will make it a happy Yuletide for consumers, with expected discounts of 20 per cent or more. Barbara Durr looks at gloomier prospects for US retailers which normally derive up to 50 per cent of their profits from Christmas shoppers. Page 25

Burmah steps up Foseco battle

The bickering over Foseco was intensified yesterday as Burmah Castrol, the UK lubricants, fuels and chemicals group, launched another offensive in its bid for the specialist chemicals group. Burmah sent a letter to Foseco shareholders saying that, after stripping out exceptional credits, the 275p offer represented good value at 11.5 times earnings — based on pre-tax profits for 1990. Foseco, however, rejects this analysis, reports Richard Gourlay. Page 36

Foreigners queue up in Korea

The new guidelines for the liberalisation of the Korean capital market have met a mixed reaction from foreign securities firms. Despite some uncertainty over the number of licences available and what some view as onerous operating capital levels, many foreign brokers are now expected to apply for licences to open branch offices or joint ventures. Faced with initial high costs, few firms, however, expect a quick return on their investment. Page 28

Tractors stuck in a rut

The number of new tractor sales in the UK, always a useful barometer of the state of British agriculture, has continued to fall for the third year in a row. The slump has forced some long-established dealers out of business and, despite isolated areas of farming profitability this year, next week's annual Smithfield agricultural show will again prove a trying time for equipment manufacturers. David Richardson reports. Page 38

Market Statistics

	1989	1990	Change
Bonds	46	London traded options	+22
Corporate Govt bonds	22	London listed options	+22
FT-A indices	22	Managed fund service	+22
FT int bond service	22	Money markets	+22
FT guide to currencies	22	New int. bond issues	+22
Financial futures	22	World commodity prices	+22
Foreign exchanges	46	World stock mkt indices	+22
London recent issues	22	UK dividends announced	+22
London share service	38-41		

Companies in this section

UK	Overseas	
Aveley Holdings	24	Aegon
Brent Walker	24	Air New Zealand
British Aerospace	50	Argus Holdings
Burmah Castrol	24	Boise Cascade
Cropper (James)	24	CSF
East Midlands Elect	24	Carlsberg
Fairline Boats	24	Emerson
Foseco	24	Exxon
MPEC	24	Gulf Oil
Memorandum Wine	24	Goodman Fielder Wattie
Northumbrian Water	24	Montgomery Ward
Polly Peck Int'l	24	Philips
Regal Hotel	24	Rob Jones Investments
Rolls-Royce	50	Sears
Tootal	24	Singapore Land
Vibroplant	24	Stobart
Wagon Industrial	24	Times Publishing
	24	Unicorn Canada
	24	Wilson Neil

Chief price changes yesterday

FRANKFURT (cont)	Industries	1990	1991
Alfa Romeo	Industries	4000	+13%
Aldex AG	Total Petrols	650	+2%
Bayer AG	Petrol	650	+2%
Brown Boveri	Gas	324	-10%
Daimler-Benz	Cash	854	-12%
Mercedes-Benz	Gas	854	-12%
Mercedes-Benz	Euro (Ce Ge)	2174	-5%
Mercedes-Benz	TOKYO (Yen)		
Hoffmann	Electronics	650	+17%
Mitsi	Kubota	650	+17%
Siemens	Power Elec	200	+20%
Siemens	Press Metal Pictures	650	+37%
Siemens	Tokyo Metal & Fr	1270	+20%
Siemens	Tokyo Cement	1100	+10%
Siemens	Telef	2200	-10%
Holmes March		45	-8%
Acorn Comp	JS Pathology	100	-13%
Amersham Int'l	Prox Partida	246	-10%
Colgate (UK)	Reps Royal	150	-12%
Colgate (UK)	Sanitec West Wf	224	-11%
Colgate (UK)	Sun Alliance	162	-10%
Freighters	TACE	162	-10%
Freighters	Togeler Hse	162	-8%
Freighters	Unilever	545	-15%
Freighters	Watsons	300	-15%
Freighters	Westex Water	243	-10%
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LONDON (cont)

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SAS boosts core airline business in wide shake-up

By Karen Fossel in Oslo

SCANDINAVIAN Airlines System (SAS) yesterday announced a far-reaching reorganisation designed to strengthen the faltering airline that is the company's core business.

Mr Jan Carzon, SAS's president, said the airline was facing the greatest challenges of any part of the group. As a result of the restructuring, he would have greater "hands-on" control.

The reorganisation should also allow SAS to maintain its ownership interests in other companies, develop synergies with foreign alliances, expand its group travel service system and strengthen national units in Denmark, Norway and Sweden.

It should also create a base for long-term efficiency while embracing present trends which have seen monthly fuel costs rising by SKr1bn (\$86m) for each cent on the price of a gallon of fuel, Mr Carzon said yesterday in Oslo.

Mr Carzon denied that SAS was being reorganised to make it easier to split it up should Norway or Sweden or both decide to join the European Community. He explained that it was more to do with improving efficiency, strengthening controls and minimising bureaucracy in the decision-making process.

"The airline business is in a state of turbulence and change. In Europe, liberalisation and new competition are at the doorstep. The global economy is in a downturn, the Gulf crisis has sent costs soaring, and the demand for travel services has stagnated. The expansion the business enjoyed in the 1980s is history."

The shake-up entails six new divisions: group control, finance, international, business and strategic development, travel services and alliances development, and corporate communications.

The traffic services division, which oversees the three Scandinavian hubs, has been disbanded. A "country manager" has been appointed in each of Norway, Sweden and Denmark. In September, SAS's airline division implemented a programme to cut costs by at least 5 per cent in 1991 after suffering a 6% per cent fall in operating profits to SKr128m for the first half of 1990.

The aim is to save SKr1bn of its current budget of SKr20bn by trimming personnel costs which account for 37 per cent of annual expenditure. SAS says the reorganisation should save more than SKr600m in the first half of next year. It suggested the 22,000 workforce could be cut by about 1,000 to 2,000.

What kind of company would splash out \$6.1bn to buy a Hollywood film studio?

The answer, sad to report, is one that up to now has been very big and very boring.

Matsushita Electrical Industrial is one of the largest players in some of the world's liveliest markets — those for video, audio, telecoms and computer equipment — yet its own name does not appear on any of its products.

It has cash reserves of more than Y2,000bn (\$15.7bn) and has long been present in most world markets, yet it made its first foreign acquisition — a 25.1 per cent stake in a German optical company — only five months ago.

It spends more than \$2.7bn a year on research and development, yet it is not renowned for having invented anything. On the contrary, it still carries a reputation acquired in the 1960s as a brilliant copycat. It developed nation-wide television and video from concepts first advanced by Sony and others, then marketed them more successfully than rivals because of its production savvy and distribution power.

Yesterday's acquisition of MCA, the Hollywood entertainment conglomerate — echoing Sony's \$3.4bn purchase of Columbia Pictures a year ago — seems merely to confirm the jeering nickname the Japanese have for the Osaka-based giant. They call it "Maneshita", playing on the Japanese verb, *maneru*, meaning to imitate.

Like many large Japanese groups, Matsushita still lives in the immense shadow cast by its founder, Mr Konosuke Matsushita.

The son of an impoverished landlord, Mr Matsushita set up an electric light bulb factory in 1917 in a house he rented in Osaka for Y165 a month. From that modest beginning, his company has grown into a worldwide group with annual sales last year of Y6,000bn.

Mr Matsushita, who died 18 months ago at the age of 94, was regarded as the "God of Management" in Japan, first for his pioneering work in setting up mass production of consumer electrical products and later for numerous publications setting out his management philosophy.

The mission of Matsushita Electric is to produce an inexhaustible supply of goods, thus creating peace and prosperity throughout the land," he told his employees in 1932.

While that statement did not prove to be prophetic in the short term, it became the key to the group's post-war success. From 1951, when Matsushita produced its first National washing machine, an unending stream of low-cost home appliances and consumer electronic goods poured off the company's assembly lines.

By 1963, the group ranked 24th in Fortune's list of the world's largest industrial companies, and its National, Panasonic, Quasar and Technics brands had become household names all over the world.

Almost half its Y3,988bn in

Matsushita, the cautious imitator

Ian Rodger looks at the Japanese group's \$6.1bn purchase of MCA

Group still lives in the shadow of the late Konosuke Matsushita.

said that were made outside Japan.

However, Matsushita's shape was already beginning to change. Senior managers were unhappy with the concentration in consumer products, which accounted for more than three-quarters of total sales. The video and audio sectors, which accounted for half of all sales, were stagnating, and new sources of growth were needed.

Ever in character, Matsushita's directors looked to Sony and other more adventurous companies for ideas of where their production and distribution power could be brought effectively to

tors' point of view, the result has not been bad. "If you look over the past 15 years, you could have had a better return from Matsushita than from Sony," Mr Boris Peterkin, an analyst at brokers BZW in Tokyo, points out.

At first glance, the MCA deal appears just another example of Matsushita's conservatism. And that is true — to the extent that it is motivated by the same strategic considerations as Sony's Columbia takeover. But the amount of money involved is so large that, even considering the size of Matsushita's cash reserves, it suggests a more daring approach than the group has shown in the past. Analysts wonder if the management style is changing now that the founder is gone.

One suggested that the directors may have studied Germany's Siemens and Britain's GEC, and realised that one of the biggest dangers a large, cash-rich, industrial group faces is atrophy due to a loss of courage to take big gambles on future markets. At his press conference yesterday in Osaka, Mr Akio Tanii, Matsushita's president, suggested vaguely that the purpose of the acquisition was to take advantage of the converging trends of video hardware and software. "They are like wheels of the same car," he said.

Some analysts believe Matsushita's main concern is preventing Sony from using its Columbia acquisition to promote its 8mm video technology as a standard to replace VHS. Matsushita beat Sony 15 years ago by getting film studios to use 8mm for home videos and it does not want to be beaten at this view.

Others believe it is too late for 8mm to catch up with VHS, and suggest that Matsushita's main aim in taking over MCA is to make sure that it is at the forefront of a new generation of video hardware, especially high definition television.

HDTV is still in its infancy, with rows over standards, and no products yet available. But from the point of view of a leading producer such as Matsushita, it offers the dazzling prospect of almost every existing television receiver in the world being replaced over the long term. No other new product on the horizon offers the same potential.

INTERNATIONAL COMPANIES AND FINANCE

Guinness Mahon to halve dividend as losses top £7m

By David Lascellies in London

GUINNESS MAHON, the City of London merchant banking group acquired by the Bank of Yokohama last year, yesterday reported a loss of £23.6m (£7m) in its latest financial year and halved its dividend. A further £2.3m of extraordinary losses took the total loss to £25.9m.

Mr Geoffrey Bell, chairman, said the results were "clearly disappointing" and he blamed a heavy round of provisions which the group had to make against bad debts, including Polly Peck International.

The result, covering the year to September 30, compared with a profit of £2.1m last year.

Mr Kenichi Ozawa, managing director of the Bank of Yokohama and deputy chairman of Guinness Mahon, said it was unfortunate that the newly-acquired bank had been hit by a recession so soon. However, the Bank of Yokohama had anticipated that it would be vulnerable to the business cycle.

"We're sure that, with its present management, Guinness Mahon will overcome this recession," he said.

The provisions made by

Guinness Mahon amounted to

£5m and related mainly to the UK property market, one of the bank's areas of specialisation. Specific provisions were also made against the UK local authority swaps market and Blackspur Leasing, a computer leasing group which went into receivership in July.

Guinness Mahon had a £50m treasury line out to Polly Peck, which went into administration last month. Guinness Mahon is the first bank to report provisions against Polly Peck, but Mr Bell declined to give details because of the uncertainty about recoveries.

The bank's exposure arose from a decision taken after the Yokohama acquisition to expand business with large corporate names.

The banking losses were offset by a profit of almost £1m on asset management and £1.2m on securities trading. There was a further loss of £30,000 in other activities, mainly property development, which has now been discontinued.

The extraordinary losses covered the closure costs of the market-making and property development businesses.

Despite the loss, the group

made a transfer to inner reserves, but the final dividend was halved to 0.85p from 1.3p. Mr Bell said Guinness Mahon's capital position was strong.

Mr Ozawa said the Bank of Yokohama's aim in acquiring Guinness Mahon had been to provide clients with services in the UK and that was being achieved. More than 100 business introductions had been handled by the two banks.

The Bank of Yokohama's backing had also enabled Guinness Mahon to be a leading underwriter in the UK privatisations of water, electricity and steel.

Mr Bell said the results had deliberately set out not to "variety the figures". Steps had been taken to control costs: salaries had not been increased this year and staff levels were being reduced.

Despite the downturn, some parts of the group were still expanding, such as corporate finance and asset management which had created links with firms abroad. Management had been strengthened and he was confident that the group would remain an expanding force in investment banking.

Lex, Page 22

Aegon lifted by good domestic performance

By Ronald van de Krol in Amsterdam

AEGON, the Dutch insurer, said net profit rose 14.8 per cent to Ff 396.1m (\$235.8m) in the first nine months of the year, boosted by a good performance from its domestic insurance operations.

Turnover rose to Ff 9.52bn in the nine-month period compared with Ff 9.1bn in the same months of 1989. Net profit per share was up 6.5 per cent at Ff 9.34, with the lower rate of increase compared with net profit due to a rights issue in 1989.

Aegon said overall net profit would have risen by 17.5 per cent and per-share net profit by 9.5 per cent if it had not been for adverse currency movements. The company, the Netherlands' second-largest insurer, described the results

as "very satisfactory".

Last week, Nationale-Nederlanden, the biggest Dutch insurer, reported a 12.9 per cent decline in nine-month profits, while a third-ranked Amey posted a 7.2 per cent increase. Aegon repeated earlier forecasts that it would see a substantial rise in full-year profit in 1990. Dutch insurance activities made a considerably higher contribution to earnings, the company said without giving figures.

Profits in the Netherlands from life, health and accident insurance were up significantly. Other Dutch non-life activities saw declining results but remained profitable. Turnover in the US rose sharply, but the increase was modest when translated into guilders.

Airbus appoints finance chief

AIRBUS Industrie, the European aircraft manufacturer yesterday ended a year-long search for a financial controller with the appointment of Mr Ian Massey, a British aerospace executive.

The delay in finding a replacement for Mr Robert Smith, another BAe executive who resigned from the post last year, has thrown in doubt attempts to overhaul the Airbus consortium's management to put it on a more commercial footing.

Airbus said Mr Massey would have full access to information about production costs at each of the consortium's four partners Eae, Deutsche Airbus, Aerospatiale in France and Casa the Spanish aerospace group. Mr Smith resigned because he became increasingly disenchanted with the powerlessness of the post.

The new board was appointed on the recommendation of ENI, the state energy group.

Last week, Norwegian analysts

Carlsberg profits advance to Dkr1.14bn

By Hilary Barnes
in Copenhagen

CARLSBERG, the Danish brewing group, yesterday reported a small increase in pre-tax profits for the year to September 30, from Dkr1.05bn to Dkr1.14bn (\$184m).

Mr Ozaawa said the Bank of Yokohama's aim in acquiring Guinness Mahon had been to provide clients with services in the UK and that was being achieved. More than 100 business introductions had been handled by the two banks.

The Bank of Yokohama's backing had also enabled Guinness Mahon to be a leading underwriter in the UK privatisations of water, electricity and steel.

Mr Bell said the results had deliberately set out not to "variety the figures". Steps had been taken to control costs: salaries had not been increased this year and staff levels were being reduced.

Despite the downturn, some parts of the group were still expanding, such as corporate finance and asset management which had created links with firms abroad. Management had been strengthened and he was confident that the group would remain an expanding force in investment banking.

Lex, Page 22

Japan's trust banks' earnings fall

By Our Financial Staff

JAPAN'S trust banks yesterday announced large declines in their first-half earnings and slashed their projections for the full year to reflect the effect of Japan's high interest rates and weak stock market on the industry.

The poor results had been expected, but they revealed the deepening impact of the Bank of Japan's tight monetary policy on the seven trust banks.

The Bank of Japan pushed market interest rates higher without relief throughout the first half, ultimately putting a new floor under them by raising its discount rate to 6 per cent from 5.25 per cent in late August. Consumer yields rose faster than loan rates as a result of the tightening, squeezing profits across the banking sector.

The trust banks also cited the sagging stock market as

JAPANESE TRUST BANKS (Yen bn)			
First half ended Sept 30	Pre-tax profit	Operating revenue	Net ratio
Sumitomo	46.8	36.1	8.6
Mitsubishi	47.6	31.6	8.5
Mizuho	24.7	24.6	8.1
Yasuda	31.0	24.1	8.5
Toto	22.9	21.1	8.1
Chiba	11.4	8.2	7.4
Nippon	4.5	4.9	11.7

cutting into their revenue from equity offering-related business.

As a number of Japanese companies suspended offering new equity during the six-month period.

Operating revenues, equivalent to sales at a general comparison, also suffered declines ranging from 18.0 per cent to 47.7 per cent on a year-to-year basis.

Despite the business downturn, however, most of the seven banks still managed to comply with capital adequacy

standards set by the Bank for International Settlements.

The HIS rules require internationally active banks to have capital equivalent to 8 per cent of risk-weighted assets by March 1992.

Rising interest rates also shaved unconsolidated pre-tax profits at Japan's six leading consumer credit companies in the first half of the fiscal year, ended September 30, according to earnings reports which were released yesterday.

Orient, the largest of the six,

cutting into their revenue from equity offering-related business.

The HIS rules require internationally active banks to have capital equivalent to 8 per cent of risk-weighted assets by March 1992.

For the full fiscal year ending on March 31, the six companies expect an average 49 per cent fall in pre-tax profits.

FN shares leap on prospect of rescue deal

By Lucy Kellaway in Brussels

SHARES in Fabrique Nationale Herstal, the near-bankrupt Belgian arms maker, surged 11 per cent to Bfr1.26 yesterday as the outlines of a possible rescue deal became clearer.

Group employment continued to fall, declining from 14,141 in 1986-87 to 12,182 last year, chiefly as a result of streamlining the labour force in the Danish operation, where the workforce declined from 4,700 in 1985 to 2,800 last year.

Group employment continued to fall, declining from 14,141 in 1986-87 to 12,182 last year, chiefly as a result of streamlining the labour force in the Danish operation, where the workforce declined from 4,700 in 1985 to 2,800 last year.

The move may signal a step closer to forcing an official debate on the much-discussed question of part-privatisation of the company.

This would bring Statoil in line with La Générale, FN's richest and largest shareholder with 76 per cent of the company, has agreed to set up a fund to cover the considerable redundancy costs at the Liège plant,

estimated to be 1,000 jobs, over at the beginning of next year.

The remaining problems concern an agreement between FN and its workers, who are concerned at possible further job losses as a result of the rescue plan.

La Générale is also to write off a Bfr1.5bn loan extended to FN last summer to prevent it from immediate bankruptcy. In addition, FN's shareholders have also agreed to grant a further Bfr1.2bn to tide the company over until FN's rescue plan is finalised.

Before returning to office at the start of this month, the Labour party said that it was considering broadening Statoil's role by funneling the company's revenue into state funds at 51 per cent state.

But part-privatisation may also hinge on changes being made by the Storting (Norway's parliament) to Statoil's articles of association.

Last week, Norwegian analysts

Statoil would not be drawn on the details of how it would establish an investment portfolio.

However, it said that investments would have to be made on a purely commercial basis, with scope for a reasonable commercial return, quelling fears by the opposition: Conservative party that Statoil's role would turn into that of a rescue operation.

In Article I of the company's Articles of Association it is stipulated that the corporate purpose of Statoil is to carry out exploration, production, transportation, refining and marketing of petroleum and petroleum-derived products, as well as other activities which are "reasonably" related.

Estimated value of Statoil to be in the range of NKr100m (\$17.2bn) to NKr115bn (\$19.3bn).

Norsk Hydro, Norway's biggest independent oil company, is put at NKr14bn.

The latter two are stock listed companies.

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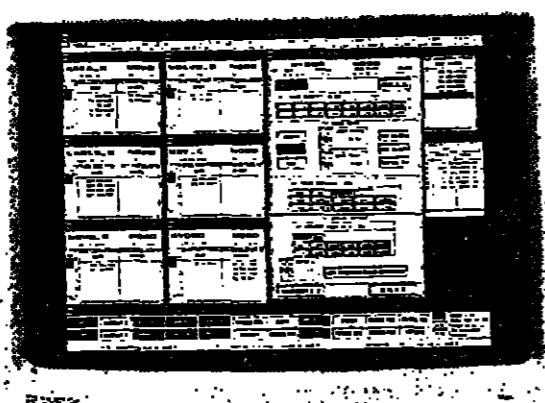
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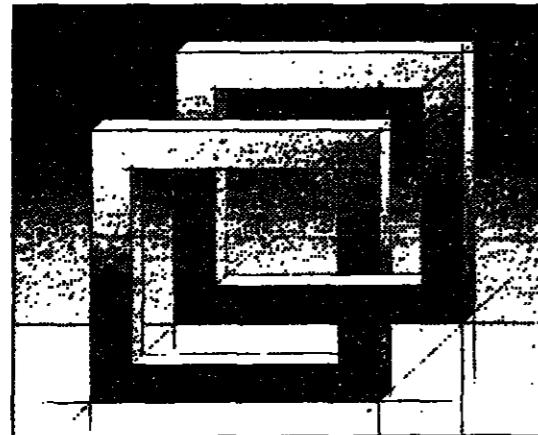
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Interim Report as of September 30, 1990



The full Interim Report on the development of our bank's business from January 1 to September 30, 1990 is available.

If you wish to receive the report, please contact us (Frankfurter Hypothekenbank AG, Postfach 10 08 48, D-6000 Frankfurt a. M.), stating the number of copies required.

Frankfurt am Main,
November 1990 The Board of
Managing Directors

Frankfurter Hypothekenbank

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Chairman of Goodman Fielder faces re-election

By Kevin Brown

SHAREHOLDERS in Goodman Fielder Wattie, the troubled Australasian food group, yesterday showed their disquiet over poor results by blocking a proposed executive share option scheme and forcing a poll on the re-election of Mr Pat Goodman as chairman.

GFW reported a net loss of \$85.6m (US\$66.5m) after abnormal and extraordinary items last year, largely caused by provisions of \$320m against investments in non-core activities. The company is refocusing on its food operations under Mr Michael Nugent, who was appointed chief executive earlier this year and has forecast improved profits for the current year.

Mr Goodman told the annual meeting that the 1989-90 losses were "a lot of money, and you have a right to be concerned about how this happened". The board had recognised that it had to take tough decisions, and in doing so had performed the necessary surgery to enable the company to grow and prosper," he said.

Mr Nugent said costs were being cut through the rationalisation of many Australian businesses and the sale of surplus assets worth around \$100m, which would be used to reduce debt.

Mr Nugent said there would be no further investments outside the group's core areas. "We will not jeopardise the financial position of the company," he said.

However, shareholders were critical of the company's investment in Barcara, the vehicle for an executive share scheme, which is owned 49 per cent by GFW and 51 per cent by a trust controlled by GFW executives. GFW wrote off \$81m last year against its investment in Barcara, which owns 9.8 per cent of GFW.

The annual meeting was told Barcara is to be wound up and the benefits of the trust transferred to GFW. Shareholders opposed a fresh executive share option scheme which would have given Mr Nugent 7m share options and the heads of the Australian and New Zealand businesses 2m each.

Some shareholders called for the resignation of Mr Goodman, whose family founded the company more than 100 years ago. The result of the poll will be known today. Institutional support is expected to ensure the re-election of Mr Goodman.

Argus Holdings up 3.7%

By Philip Gavith in Johannesburg

ARGUS HOLDINGS, the printing, publishing and entertainment group, lifted both turnover and profit in the six months to the end of September despite a decline in profits from its newspaper interests.

Turnover rose by 12.6 per cent to R\$16.2m (\$323m) from R\$7.5m. Trading income, before interest, improved 3.7 per cent to R\$8.96m from R\$6.87m and attributable earnings rose by 3.5 per cent to R\$1.2m from R\$7.2m.

The group has also announced that it is proposing a 20-for-one share split. Market speculation is that, apart from enhancing tradability, this may pressurise an employee share scheme.

Argus newspapers, which includes the country's two largest circulating dailies, The Sowetan and The Star, experienced difficult trading conditions. Advertising volumes were lower, but some publications achieved circulation increases. Contribution to group pre-tax profits fell by 8.4 per cent.

CNA Gallo, whose interests include control of the country's leading news agency chain and activities in the music industry, achieved a 19 per cent increase in earnings per share. This was the result of turnover growth coupled with maintained margins and cost control.

CIT Holdings' community newspapers also suffered from lower advertising revenue, but improved operating efficiencies resulted in increased profits from printing activities. Earnings per share rose by 16.2 per cent.

The directors anticipate lower profits from print advertising-based businesses, due to continued recessionary conditions, but believe investments in general printing, retail, entertainment and electronic media should perform positively.

Earnings per share, excluding retained earnings of associates, were 4.5 per cent lower at 1,006 cents, down from 1,003 cents, while the dividend was maintained at 275 cents.

INTERNATIONAL COMPANIES AND FINANCE

CSR warns after 12% fall midway

By Kevin Brown in Sydney

CSR, the Australian building materials, sugar and aluminium group, yesterday announced a 12 per cent cut in interim net profit to A\$160m (US\$120m), and warned that full-year profits will fall further unless markets improve strongly in the second half.

Mr Ian Burgess, managing director, said the interim result was "unsatisfactory" in the light of a 15 per cent fall in construction activity in Australia compared with the equivalent period of last year.

Mr Burgess said the outlook was "considerably more uncertain" in both Australia and the US, where CSR has significant interests.

Full-year profits would fall by more than 12 per cent unless the building and construction markets were relatively strong in both February and March next year.

The interim dividend was

maintained at 16 cents, fully franked. However, Mr Burgess said it was "unlikely" that the full-year dividend would be maintained at last year's level of 40 cents.

CSR said cost cutting and productivity improvements in Australia and the US would strengthen the company's competitive position. The company has opened several low-cost building materials plants in Australia recently, and has previously announced plans to make 2,000 staff redundant by the end of the financial year, saving around A\$60m in a full year.

The company is lean, strong and efficient, and well placed to manage the difficult trading conditions expected over the next one to two years," the chairman said.

CSR declared a pre-tax profit of A\$6.7m on the sale of its 50 per cent interest in Austral

Brick to Brickworks for A\$141m, reduced to A\$6.5m. The group said it made a loss of A\$24.4m on the sale of its 49 per cent stake in Redland Plasterboard of the UK to Redland and Lafarge Copepe of France for \$25m.

The Redland stake was sold after CSR decided to withdraw from the European plasterboard market following a price war between French, German and UK manufacturers which wiped out Redland's profits.

CSR closed nine cents lower on the Australian Stock Exchange at A\$4.65.

• Pioneer International will return to profitability this year following losses caused by the sale of most of its mining interests. Sir Tristan Antico, chairman, told the annual meeting yesterday.

Pioneer made an operating profit of A\$36.5m last year, but reported its worst net loss

of A\$107.6m after abnormal and extraordinary losses, including A\$151.2m on the disposal of mining interests.

Sir Tristan faced criticism from some shareholders over the fall in profits and a failed investment in Giant Resources, which cost around A\$400m in lost equity and potentially bad loans.

He said the board had been "grossly optimistic" about the Giant Resources investment. However, there should be no further losses from the sale of the group's remaining minerals interests.

Sir Tristan said Pioneer had experienced "a pretty tough year", but the coal building products division was better placed than CSR and Boral, its main Australian competitors, because of its greater involvement in the growing European market, and smaller exposure to the US.

RJI may go for growth instead of pay-outs

By Terry Hall in Wellington

SHAREHOLDERS in Robt Jones Investments are being asked to forgo dividends in the interests of building a stronger more dynamic company.

This strategy follows a prolonged period of falling share prices for RJI, New Zealand's leading property group, which has interests in Australia, the UK, Canada and the US.

In the interim report released yesterday, the chairman, Sir Robert Jones, describes the halving of the share price this year as "patently absurd for a top end of the market, pure property investment company."

He pointed out that similar policies, to reinvest dividends and capital – which would otherwise incur tax – to help a company grow, have been used by American companies.

Sir Robert says in the report that if shareholders agree to

the directors' recommendation they will be confirming the objective of the company which was "to make money for shareholders through price for new property investments to achieve rapid multiplication of the share value."

Sir Robert says that the speculative pricing of his shares is due to RJI being "double whammyed" by negative market sentiments towards property and the share market.

He said the company and its advisers ruled out selling the company or privatising it, or selling assets and channelling the funds through an employee unit trust to reduce the number of shares on issue. But they agreed there was a case for ceasing further issues of shares, particularly through the popular bonus share scheme.

After study, it was agreed to adopt a nil dividend wealth accumulation policy. "For, despite initial falls arising from a change in dividend policy, such nil dividend companies quickly recover and increasingly outperform the market."

This would turn RJI from being solely asset orientated, rather than income driven, to operate exactly like a growth property fund.

The report confirms that the company showed a 17 per cent fall in after-tax profits to NZ\$23.5m (US\$16.7m) in the six months to September 30. This was on a 3 per cent fall in total income of NZ\$25.8m, which, Sir Robert says, reflects the company's heightened management performance.

Air New Zealand passes dividend after interim loss

By Terry Hall

AIR NEW ZEALAND, the privatised former state airline controlled by Brierley Investments, yesterday reported a half-year trading loss of NZ\$7.2m (US\$4.47m) and a net loss of NZ\$2.7m after the sale of an aircraft and redundancy payments. The airline is also passing its interim dividend.

Mr Bob Matthew, chairman, and Mr Jim Scott, chief executive, said in Auckland yesterday the result was not as disappointing as they had anticipated. They said restructuring should also put Air New Zealand in a more competitive position in tougher markets, both domestically and internationally.

The sale of a Boeing 737 produced NZ\$18m, putting the airline in the black before extra ordinary items of just under NZ\$38m, mostly for 85 redundancies.

Further one-off extraordinary costs arising from restructuring Air New Zealand

into six business units should not exceed NZ\$20m.

"The overall reduction in operating costs which will have been achieved by the end of 1990 is estimated to be about NZ\$20m to NZ\$30m annually," Mr Matthew said.

Sales for the six months to September, traditionally the quiet half-year for the airline, were up from NZ\$386m to NZ\$490m, but the bottom line has fallen from NZ\$3m for the previous September half-year and NZ\$101m for the March 1990 year.

Net tangible asset backing, 229 cents a share in September 1988, rose to 267.3 cents in March and is back at 245.5 cents.

Mr Matthew said the fleet, with an average age of five years, helped the group compete against carriers with older and less fuel-efficient aircraft. However, he forecast a final result that would be break-even, at best.

The directors expect a higher profit in the second

Wilson Neill declines by 53% after tax to NZ\$6m

By Terry Hall

WILSON NEILL, the New Zealand fishing and liquor group, yesterday reported a 53 per cent cut in tax-paid profit to NZ\$6.18m (US\$4.75m) for the six months to September 30, but expects a second-half boost from Australia and US.

The directors said the latest interim result fails short of expectations, although the corresponding profit of NZ\$14.3m included a significant contribution from the property division which had since been sold.

The most significant factors were higher-than-expected interest costs and the delay in completing the takeover of Cascade Group in Tasmania, seasonal lower performance in the Australian liquor business and lower prices for some fish species in the first quarter.

The directors expect a higher profit in the second

half with full consolidation of Cascade, the start of contributions from the jointly owned Australian Pub Co, and the receipt of funds from a US property sale which will be used to retire debt.

They said they aimed to maintain an annual dividend of at least 3 cents-a-share.

Turnover in the latest six months fell to NZ\$18.4m from NZ\$23.6m and pre-tax profit was NZ\$2.6m against NZ\$22.2m.

Minority interests took NZ\$1.6m against NZ\$2m and equity accounted losses were NZ\$15.6m against NZ\$36.6m.

Shareholders' funds fell to NZ\$17.1m from NZ\$18.3m. While term liabilities dropped to NZ\$11.4m from NZ\$13.1m, current liabilities rose to NZ\$11.3m from NZ\$9.6m.

Operating profit at MAS falls by 43%

Notice is hereby given to holders of CDR's issued by Caribbean Depository Co., N.V. evidencing shares in the above company that the "Second quarter report 1991" of Pioneer Electronic Corporation ended September 30, 1990, may be obtained from:

N.V. Nederlandse Administratieve en Rechtstaatkantoor
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1012 RW Amsterdam
and

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26 November 1990

ANGLOVAAL LIMITED

(incorporated in the Republic of South Africa
Reg No 05/04380/01)

Declaration of Interim Dividends - Year Ending 30 June 1991

The following dividends have been declared:

Class of Share	Dividend No.	Per Share
Ordinary	2	30
N. ordinary	2	30

The dividends are payable to holders registered in the books of the Company on 2 December 1990. The dividends have been declared in the currency of the Republic of South Africa and payments will be made in United Kingdom currency. The date for determining the rate of exchange at which the currency of the Republic will be converted into United Kingdom currency will be 31 December 1990 or such other date as set out in the conditional table to which the dividends are paid. These conditions

FINANCIAL TIMES TUESDAY NOVEMBER 27 1990

INTERNATIONAL CAPITAL MARKETS

Treasuries make modest gains after Gulf chill

By Patrick Harrison in New York and Deborah Hargreaves in London

BOND prices recovered well in steady afternoon trading yesterday to end with modest gains after an unexpected intensification in the war of words over the Gulf crisis had earlier sent a chill through the markets.

At the close the benchmark 30-year Treasury issue was up higher at 103 1/8, yielding 8.420 per cent. At the short end prices were relatively stable, turned with the two-year bond ending at 100 1/8, to yield 7.514 per cent.

The initial fall in the market had been due to President Bush's asking the UN to approve a resolution authorising military action if Iraq is not out of Kuwait by January 1 1991.

This apparent ultimatum, President Saddam Hussein's response to it - he said Iraq would attack Saudi Arabia and other pro-US Gulf states if American troops moved into Kuwait - and the subsequent rise in oil prices unsettled everyone. The long bond fell as dealers sold to reduce the size of long positions built up before the Thanksgiving weekend.

However, the declines

GOVERNMENT BONDS

attracted buyers to the market and bond values began to recover as the oil price backed off from its morning highs. There was also a reassessment of the implications of the deadline for Iraq's withdrawal with the Bush administration officials implying that the January 1 deadline was flexible.

After a two-day absence the Federal Reserve was in the market again, arranging three-day system repurchase agreements. The Fed intervened when Fed funds were trading at 7 1/4 per cent. By the close Fed funds had firmed slightly to 7 1/2.

THE UK market for gilt-edged securities surged ahead yesterday, adding almost a full point to prices for long-dated bonds. Gilt prices continued to be buoyed by politics with investors confident that the next leader of the Conservative party will be more likely to defeat Labour at the next election.

On top of the political pre-

sumption, the market is still sup-

BENCHMARK GOVERNMENT BONDS

	Coupon	Red.	Price	Change	Yield	Week	Month	Year
UK GILTS	10.000	08/02	105.28	+0.02	11.05	11.73	11.73	11.73
	9.000	05/03	102.27	+0.02	11.75	12.20	12.40	12.40
	8.000	10/04	105.05	+0.02	10.48	10.85	10.94	10.94
US TREASURY*	8.500	11/00	101.16	-0.02	8.27	8.35	8.54	8.54
JAPAN	No 118	4.000	86.1817	+0.267	7.44	7.85	7.92	7.92
	6.000	4.000	85.0124	+0.347	7.13	7.32	7.61	7.61
GERMANY	9.000	10/00	101.2000	+0.008	8.51	8.69	8.97	8.97
FRANCE	8.000	11/05	95.7157	-0.057	10.19	10.20	10.28	10.28
ITALY	8.000	03/00	90.6700	-0.240	10.07	10.22	10.28	10.28
CANADA *	10.000	03/01	100.050	-0.050	10.48	10.52	11.08	11.08
NETHERLANDS	9.250	11/05	101.1000	-0.70	8.07	8.14	8.19	8.19
AUSTRALIA	10.000	07/00	109.8500	-0.681	12.30	12.51	13.41	13.41
BELGIUM	10.000	08/00	100.0000	-0.150	9.74	9.72	9.80	9.80

London closing. * denotes New York closing. Prices: US, UK in 32nds, others in decimal. Yields: Local market standard

Technical Data/ATLAS Price Source

ported by fears of changes in the rules to stock lending which have sent the lenders to the wall with gilts.

Prices have been led by activity in the futures market and dealers do not report much retail buying. The cash market has moved up so quickly that dealers sold to reduce the size of long positions built up before the Thanksgiving weekend.

A long benchmark bond which matures in 2003/07 rose by a full point to 105 1/4 to offer a yield of 10.86 per cent.

In addition, the issue which is used as a benchmark by UK companies - gilts with a 9 per cent coupon maturing in 2008 - saw its yield drop below 10.5 per cent.

Dealers believe there could be some consolidation after the leadership election today. Most of the political and economic news is already factored into current prices, they say.

IN GERMANY, bond prices drifted back after a strong opening when dealers bought bonds after the long weekend.

But there was little follow-through from buyers and the rise in oil prices put pressure on bonds.

From a high of 92.42, bond prices dropped to 82.38 at the low point, but staged some recovery from this level later in the day. Towards the close, prices were at 83.12.

Cash market prices were fixed lower after a healthy opening level. The price of the 9 per cent 10-year bond was at 91.18 with a yield of 8.88 per cent after 101.81 on Friday with a yield of 8.8 per cent.

The benchmark 10-year issue which carries a 10 per cent coupon is currently yielding 9.97 per cent. The Financial Times today adds Belgian bond prices to its table of government bonds.

MARKETS were buoyed in the

Japanese market in advance of today's auction and on the back of the 0.2 per cent cut in the long-term prime rate to 8.1 per cent. Bond investors are trying to convince themselves that official interest rates are unlikely to go higher.

In Tokyo, the yield on the key 10-year bond fell as low as 7.25 per cent, but higher oil prices and further news about the Gulf pushed the yield higher to 7.38 per cent in London trading.

The Japanese government's auction today is likely to produce a bond with a 6.9 per cent coupon in an issue of about Yen100bn to Yen100bn.

■ THE BELGIAN market is expected to tread water this week before the government goes ahead with its regular auction of bonds on Thursday.

The auction is likely to produce a bond with a 10 per cent coupon in a smaller issue than usual since the government's funding requirements for the year have almost been met.

The partnership struck between labour unions and employers last week to limit wage rises in this year's bargaining round to 9 per cent above inflation cheered the market last week and boosted the confidence of international and domestic investors. But an expected rate of 4.2 per cent this year, inflation is looking higher than had been forecast.

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UK market for gilt-edged securities surged ahead yesterday, adding almost a full point to prices for long-dated bonds. Gilt prices continued to be buoyed by politics with investors confident that the next leader of the Conservative party will be more likely to defeat Labour at the next election.

On top of the political pre-

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porting fears of changes in the rules to stock lending which have sent the lenders to the wall with gilts.

Prices have been led by activity in the futures market and dealers do not report much retail buying. The cash market has moved up so quickly that dealers sold to reduce the size of long positions built up before the Thanksgiving weekend.

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INTERNATIONAL CAPITAL MARKETS

Independent stock lending broker opens in London

By Stephen Fidler, Euromarkets Correspondent

A N INDEPENDENT international stock lending broker opened yesterday in London after receiving the go-ahead from the Securities Association.

London Global Securities is being established as an intermediary to bring together institutional investors who want to lend equity and share traders who want to borrow equity, for example to cover short positions or to follow trading strategy against futures or options market.

The company's founders are Mr Mike Hiard, formerly responsible for securities borrowing at Salomon Brothers in London, and Mr John DiRocco, formerly at Shearson Lehman. The rest of its staff of six are from Salomon and Shearson.

The aim is to establish a UK money broking subsidiary, with New York and Tokyo operations within the next year.

The UK firm's international arm will have \$10m capital, the UK broker \$3m and the New York company \$10m.

The company is investigating whether its Tokyo subsidiary will need to be separately capitalised or can be estab-

lished as part of its London operation.

The project's sole backer is Paloma Partners, a privately-owned US-based investment company.

Paloma, said to be owned by about 75 wealthy US families, concentrates its investments in financial companies. Stock lending is regarded as low risk, because stock is only lent with cash or other securities as collateral.

Mr Hiard and Mr DiRocco said yesterday that the new company hoped to benefit from its independence.

Most of their competitors were attached to securities houses. This, they said, reduced the willingness of competing securities houses to borrow stock.

London Global would act as a matched principal, which means that it borrows the stock from institutions and takes the collateral, rather than acting as an agent.

This would allow it to pursue its aim of ironing out the different ways of lending stock in the different markets so that it could further encourage lending from one market to another.

Power failures interrupt German futures trading

By Katharine Campbell in Frankfurt

A WAVE of power failures in Germany yesterday interrupted trading at the Deutsche Terminbörse on its second day of futures business.

After a power cut in Frankfurt, the DTB's central system switched immediately to the battery-operated back-up, but a number of the exchange's members around the country suffered their own in-house failures. Screen trading was halted from midday for about an hour, and business continued by telephone.

The relative merits of computerised versus open outcry trading are being closely moni-

Seoul securities guidelines trigger hum of activity

John Riddings examines the reaction to the long-awaited opening of the local industry to foreigners

The Kyobo building in downtown Seoul, home to many of the city's foreign securities companies, has had an extra hum of activity over the past few days.

The 13 representative offices located there, like the 24 foreign securities offices in Seoul, have been digesting long-awaited guidelines for the opening up of the local securities industry. Leaked on Friday and announced today, the guidelines lay down the terms and conditions under which they may conduct business in South Korea's financial markets.

Under the guidelines, foreign securities companies will be allowed to set up either branch offices or joint ventures in Korea. But to do so they must satisfy a string of criteria and conditions.

These have prompted a mixed reaction on the part of foreign securities companies.

"We welcome the guidelines,

because we want the industry opened," says the chief representative of one western securities company. "But some of the demands are onerous and will probably limit the number of takers."

Most criticism has been focused at the level of capital required to obtain the various licences. "The operating capital levels are very high, particularly at a difficult time for the international securities industry," says one foreign securities manager.

Despite reservations and uncertainties, however, many of the foreign brokers say they will apply for licences. Most

Principal terms and requirements for the formation of a branch office in South Korea:

- Foreign companies must have had a representative office for at least two years.
- It must have been engaged in the securities industry for more than 10 years, and must have had no penalty or suspensions relating to its main business operations during the last three years;

- Korean securities companies must be able to conduct

securities business in the country in which the applicant is based;

- Branches will be allowed to conduct three main types of business — trading, broking and underwriting;

- To conduct one area of business the minimal capital requirement is Won10bn; to conduct two areas Won15bn; and for all three Won20bn;

- Foreign branches will be encouraged to become a member of the Korea Securities Dealers Association, and follow the same self-regulation as

Mr Choi Bum Soo, a fellow of the Korea Development Institute and a member of the team involved in drawing up the guidelines, argues that the level of capital is one of the means of ensuring that only committed, serious companies apply for licences.

But, as Mr Torquill McAlpine, chief representative of Schroders Securities in Seoul argues: "UK securities houses are generally less well capitalised than other international companies. The level of capital they can invest bears little relation to their commitment and contribution to the market."

Several important questions have also been omitted or left unclear. These include the number of staff which must be employed, the question of membership of the stock exchange and the related issue

of brokerage commissions. "We are looking for some differentiation in commissions between representative offices and branch offices, or else there isn't much point in upgrading," says Mr McAlpine.

The number of licences to be awarded is also unclear. "It is not desirable to set numbers first and then formulate criteria," argues Mr Oum Bong Sung, counsellor to the minister. Nonetheless, it is widely expected that between six and eight branches will be permitted, with perhaps two additional licences for joint ventures. They are expected to be evenly distributed between US, UK, continental European, Japanese and Hong Kong based companies.

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they are interested in broking Korean equity to foreign and Korean institutional investors, while some express a desire to expand into domestic corporate finance and investment banking.

Few, however, express a desire to cover the whole range of securities businesses while, with the possible exception of Nomura — which has already booked four floors of a new office block — retail broking is not seen as an option.

The foreign stockbrokers see their advantage in terms of expertise and international networks. "On the broking front, some of the things we could offer would be analysis of international economic and business trends," says Mr Henry Morris, chief representative of Kleinwort Benson in Seoul. "Foreign brokers won't

supplant Korean houses, but

will certainly supplement them."

Expertise in underwriting, trading techniques, investment management and mergers and acquisitions are also seen as an important advantage.

Opinions are divided on which form of business licence is preferable. "We would rather have our own operation," says Mr John Wisniewski, chief representative of Merrill Lynch in Seoul. Like many of his counterparts, his central concern is management control. "In our business, markets change very quickly. A joint venture makes it difficult to respond quickly and to be an aggressively managed firm."

But for some there are advantages to a joint venture arrangement. "They may hold the keys to the kingdom if you

get the right partners," argues Mr Morris. "They can bring capital, business and contacts."

The government's decision to exclude the 30 largest Korean companies from joint ventures does, however, reduce the attractiveness of potential partners. It scuppers the plans of at least one foreign company, which had been holding discussions with one of the 20 biggest Korean groups.

Whichever licences are awarded, however, few expect quick dividends. "This will not be an instantly profitable exercise," says one foreign broker.

"Initial costs are very high.

But, like Korea, once it is likely to be very profitable."

The 25 domestic securities companies, however, are already nervous. "There is a great concern among existing brokers about the shrinking level of business," says Mr Ho C Yang, managing director of Dongnang Securities, one of the three biggest securities companies in Korea. "Most are going to report losses this year because of the sharp fall in the stock market, and extra competition will further depress our business."

There are all sorts of doubts about the competitiveness of the local industry. "The real constraint is expertise," argues Dr Choi. "I don't think the domestic companies have had time to prepare and, frankly speaking, analytical skills are relatively undeveloped."

below warrant exercise prices. Interest in the Canadian dollar sector continues, with Postipankki, the Finnish financial institution, the latest borrower to tap demand. Yesterday's C\$120m offering of five-year paper carries a step-down coupon, paying an initial 25% per cent coupon before reverting to 20% per cent semi-annual payments.

The deal was structured for a number of Far Eastern financial institutions, and is not expected to be actively traded.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
US DOLLARS						
Master Corp(a)*	200	(4%)	100	1994	21/1/91	Daiwa Europe
Nippon Air Brake Co.(b)*	100	(4%)	100	1994	21/1/91	Venselco Int'l
CANADIAN DOLLARS						
Postipankki(b)†	120	(b)	101%	1995	15/1/91	Venselco Int'l
EUROPE						
African Dev.Bank(c)‡	200	9	100%	1995	15/1/91	Deutsche Bank

*Private placement. †Convertible. 4/9th equity warrants. ‡Floating rate note. (a) Non-callable. (b) Coupon pays, initially, 23 1/2% until 13/3/91, then steps down to 8.05% payable semi-annually thereafter.

INTERNATIONAL BONDS

traded up to 107.25 bid by the late afternoon. Full fees totalled 2% per cent.

Nippon Air Brake launched a \$100m deal lead managed by

Yamachii International and

guaranteed by Dai-Ichi Kangyo bank. The coupon is also indicated at 4% per cent but if anything this smaller deal faced even stronger demand, trading up to 108.50 bid from a launch price of par.

A further three deals totalling \$300m are expected today. Later this week deals are expected from Nippon Synthetic Chemicals and Nippon Soda.

However, in the secondary warrant bond market, trading volume remains extremely thin and investors are concentrating on new paper.

Old paper has been rendered speculative by falls in stock prices, which now stand well

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1st January 1991 We are there.



When 1991 begins, we'll be in all continents. In more than 100 countries. Actually, we've been in many of these countries for so long, we're part of their history. But our name is relatively unknown. This is despite the fact that we're the world's first industrial group for communication systems. An international leader in energy, transport

and electrical engineering services. A group with sales of £14.4 billion, making us one the world's largest industrial groups. A group that daily improves the lives of millions of people throughout the world. So on January 1st we'll have a new name: CGE will become Alcatel Alsthom.

ALCATEL
ALSTHOM

Alcatel Alsthom, 54, rue La Boétie 75008 Paris, France

UK COMPANY NEWS

Northumbrian Water makes £23m but warns of environmental cost rises

By Andrew Hill

THE GATHERING pace of environmental regulation could lead to "significant" cost increases at Northumbrian Water, and higher water bills for the former water authority's customers.

Northumbrian, smallest of the 10 privatised water companies, warned that improvements sought by the National Rivers Authority were tougher than the company had envisaged at the time of its flotation last December.

The group announced pre-tax profits of £23.1m in the six months to September 30 and declared an interim dividend of 6.2p - an increase of 16 per cent compared with a nominal interim dividend in 1989/90.

Mr David Cranston, Northumbrian's finance director, said the board had taken account of the flotation yield of 9 per cent at Northern Electric, the local electricity company, when setting its dividend. On

the basis of the declared interim dividend, fully-paid Northumbrian shares were on a yield of about 7 per cent at the start of trading yesterday.

The group's share price, which rose on news of the interim payment, fell back in later trading to close 5p lower at 274p.

In the first six months of 1990/91, Northumbrian made £23.6m before tax, or 236.5m after tax, the increased capital restructuring had taken place at the beginning of April 1990.

Northumbrian's turnover in the six month period was £23.2m (£23.1m) and earnings per share stood at 6.2p.

But the increased cost of regulation in the industry accounted for more than 64p of the £17.8m increase in the group's operating costs in the first half of 1990/91.

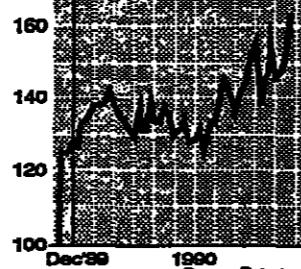
Costs advanced from 250.2m to 268.1m.

Sir Michael Straker, North-

Northumbrian Water

Share price relative to the

FT-A All-Share Index



Source: Datastream

umbrian's chairman, said the company was particularly concerned about proposals on river quality contained in an NRA report which was submitted to the industry in July.

"The NRA seems to be totally uninterested in the cost of the standards they are

demanding," said Sir Michael. He said customers would be "screaming and squealing" at the cost of new anti-pollution standards, which would probably be passed through to consumers in higher water bills.

Northumbrian is also concerned because its K factor - the rate at which it can increase its annual water charges above inflation - is the same for each of the next nine years, despite the need to pay for environmental compliance with new regulations. The director general of water services, the industry's environmental regulator, can alter K factors after five years.

The neatest and the most secure way of discussing these new obligations would be for the director general to seek reasonable improvements to coincide with periodic reviews of the K factor," said Mr Cranston yesterday.

See Lex

Wagon expands automotive products side

By Paul Cheeseright,
Midlands Correspondent

WAGON INDUSTRIAL, the Telford-based engineering group, is expanding its automotive products business by establishing a joint venture company, called Effen Rose, with Tri-Wall, a Tokyo cardboard manufacturer, half-owned by Honsha Paper.

In a Wagon factory at either Telford or Brownhills, Effen Rose will start operations next February making car roof linings based on technology licensed from Tri-Wall. The technology was developed 10 years ago by Japanese cardboard companies and Nissan, the Japanese motor manufacturer, as an alternative to vinyl.

Tri-Wall's liaison with Wagon provides further evidence of the move into the European automotive market by Japanese component manufacturers.

The initial investment by Wagon and Tri-Wall is £750,000 and employment at the Effen Rose plant will eventually rise to 36.

Barclays calls in receiver at Arley

By David Owen

ADMINISTRATIVE receivers were appointed yesterday at Arley Holdings, the maker of photographic and audiovisual equipment which saw its shares suspended last week at 6p.

Joint receiver Mr Philip Baldwin, of Price Waterhouse, attributed the company's demise principally to its film debt load. "The group has found itself unable to service this debt burden during 1990," he said.

Mr Baldwin was "reasonably confident" that the majority of the group's businesses would be saleable as going concerns, but said there was unlikely to be any significant return to shareholders. "Arley's market capitalisation at 6p is only £600,000 versus shareholders' funds of £5m," he pointed out.

With businesses including Martin & Field and Neco Marine, Arley pursued an expansionary path in the late 1980s under Mr John Ferguson, chairman and chief executive.

Purchases included both Cine Screens and Nasco Marine for about £9.4m in cash and shares.

In April the group reported that pre-tax profits for 1989 had dropped £181,000 to £886,000 on turnover down sharply to £21.6m (£13.78m). The figures took into account a £666,000 rise in interest charges to £1.17m. Over the past 12 months the shares have slumped from 78p.

Mr Robert Davy of Hill Samuel, Arley's financial adviser, described the receivership as "disappointing". The group was "almost home

and dry" on a rescue package involving a top venture capital company, he said. "We tried to convince Barclays, the company's banker, of the seriousness of the approach, but we were unsuccessful."

Mr Baldwin said: "The rescue package did not seem capable of being consummated within a time that would enable the group to pay its way within existing banking facilities." Barclays declined to comment on the situation.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corres- pending	Total for year	Total last year
Cropper (James) int	0.975	Jan 11	0.975	-	2.7
Fairline Boots fin	13.85	Jan 25	12	21	16.5
Guinness Mahon fin	0.65	Feb 18	1.3	1.45	2.1
Lees (John J) int	0.75	Jan 18	0.75	-	2
Merchant Marine S int	n/a	-	1	-	1
Merrydown Wine S int	6.2	Mar 4	-	10.69	6.22
Property Partner int	2.45	Jan 15	2.25	-	3.43
Scoti a Merc Inv int	1.2	Jan 17	1.2	-	3.43
Vibroplast int	1.22	Mar 1	1.22	-	3.6

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issue. **On capital increased by rights and/or acquisition issues. \$USM stock.

Crucial day for Brent Walker's refinancing

By Richard Gourlay

By Maggie Urry

BRENT WALKER, the highly-gearred leisure group, faces a crucial day as its £103.3m convertible bond issue closes today.

Payments on the underlying and interest of the issue are due if less than £50m turns up the market can pull out of a refinancing agreement, which allows the group not to make any capital repayments on its debt (totalling £1.4bn) until the end of 1991.

Birdcage Walk, the family trust company of Mr George Walker, the group's chairman and chief executive, is due to subscribe £27.5m of the issue.

Last week Birdcage Walk admitted that it had failed to meet the deadline to pay £17.5m under the clawback provision of the bond issue, but said it had enough to see off the Burmah bid.

With the first acceptance date approaching on Thursday, some analysts said the Burmah bid had entered the territory of an argument over price.

Institutional shareholders would be aware that since Burmah launched its bid on October 15, the London market had risen over 3 per cent and would be looking for a sweetened offer.

Burmah makes further effort to discredit Foseco earnings

chemical company's profits record would improve.

Boseco rejected this. "The founders have been positioned within construction and mining markets where chemicals are reported into higher margin products," a spokesman said. "That is the reason Burmah wants to buy Foseco."

Analysts agree it is difficult to arrive at a valuation of Foseco when its profits are falling, business in crucial Saudi Arabian and US markets is uncertain and the takeover deal has seen few deals recently with which to make a comparison.

Foseco's worth was to a large extent dependent on assumptions about the 1991 profits at a time when chemical companies are being badly squeezed, and analysts are shaving forecasts, they said. Foseco has declined to make a 1991 profit forecast.

Surge in exports helps Fairline up 16% to £4.8m

By Richard Gourlay

FARLINE BOATS, the leisure boat business, yesterday weathered a downturn in the UK economy and gathering storm clouds in the Gulf to record pre-tax profits for the year to September 30.

Boosted by a surge in exports, pre-tax profits rose 16 per cent to £4.81m on turnover up 28 per cent at £39.03m. Earnings advanced to 88.5p (80.1p) per share.

The board recommended a 13.5p final dividend, giving a total for the year of 21p, up 13.5 per cent on the year.

The market greeted the announcement with a 25p rise on the day to a close of 55.5p.

Mr Sam Newington, chairman, said that sales in the second half had accelerated markedly and that demand had remained firm for boats of more than 30 ft which cost at least £75,000.

Profits in the second half were 40 per cent higher than the first half and 21 per cent higher than the same period last year.

However, the company faced increased competition in

smaller boats, especially from US manufacturers which were benefiting worldwide from the weakness of the dollar. The company had reduced production of its smallest boats.

However, the vast majority of sales came from the more expensive sector of the market.

Mr Newington said the company was doubling production of these larger boats.

Fairline exports 60 per cent of its production and enjoyed a 62 per cent increase in direct sales abroad during the year.

While the UK economy was moving into recession, foreign markets had remained buoyant, he said.

During the year the company paid £1.85m for land in Oundle, Northamptonshire, where it is building a factory in which to build larger boats.

As a result, net cash at the year-end fell to from £5.1m to £4.1m.

The current year had started reasonably well. Although the volume of deposits had fallen, the quality of firm orders had improved with relatively more demand for larger boats.

Merrydown up 14% as cider sales advance

By Philip Rawstorne

CONTINUED growth in cider sales during the summer pushed first half pre-tax profits of £2.6m on Foseco up 14 per cent to £3.6m.

Turnover rose 12 per cent from £7.26m to £8.13m during the six months ended September 30 as record levels of advertising and product innovation stimulated demand throughout the cider market.

Earnings per share were 14 per cent higher at 10.41p (9.15p). An interim dividend of 1p (0.9p) is declared.

Mr Roy Hooper, chairman, said that prospects for the full year would depend, as always, on the success of pre-Christmas sales and the level of post-Christmas restocking.

Cider demand in the take-home trade was buoyant and there was some expansion in the on-premises trade, although the new distribution agreement with Showers was not expected to realise its full potential for another two years.

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This major FT annual event will bring together a most distinguished panel of speakers to look at the gathering pace of deregulation in the world's telecoms markets and the new opportunities for expansion. Dr. Oscar Minami, Academician Professor Yuri Gulyayev, Mr Hideo Sustaga, Mr Gyula Parcs and Mr Kenneth Daddie will be among the speakers who will be leading the debate. A major feature of the conference will be a forum reviewing how international telecommunications markets can be made more competitive with contributions from Ambassador Bradley P Holmes, Professor Henry Ergas and Mr David Tudge.

REVIEW OF TELECOMMUNICATIONS
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Six years after privatising its state-owned telephone company, Britain is gearing up for a far-reaching review of telecommunications policy. This FT conference is timed in the midst of the duopoly review. Mr John Redwood MP, Minister of State for Corporate Affairs will give the opening address to the meeting. Other speakers include Mr John Holt, Mr Malcolm Argent, CBE and Mr Stephen E Andrews.

INTERNATIONAL BANKING
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This high-level forum will examine key issues of current concern to central, commercial and investment bankers. Speakers include: Sir John Quinton of Barclays Bank PLC; Mr Wladyslaw Baka of Narodowy Bank Polski; Dr Gyorgy Suranyi of Magyar Nemzeti Bank; Mr John Fleming of EBRD; Sir Geoffrey Little KCB of NatWest Investment Bank Limited; M. André Lévy-Lang of Compagnie Financière de Paris; Mr Toru Kuwakawa of the Fuji Bank, Limited; and M. Jean-Yves Haberer of Crédit Lyonnais.

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UK COMPANY NEWS

Administrators' inquiry into subsidiaries delayed by court ruling Polly Peck case in Cyprus put off

By John Murray Brown in Nicosia

ADMINISTRATORS appointed to Polly Peck International, the UK fruit to electronics group, will have to wait at least another week to gain access to the books of the company's north Cyprus subsidiary.

A Nicosia district court yesterday adjourned the hearing until December 4, when it will again consider lifting the injunction won by local citrus growers which is preventing the administrators from seeing the books of Polly Peck's Cyprus companies.

The administrators say they only want to have a complete picture of the group's activities in Cyprus and stress that liquidation at this stage is not considered. Sunwest Trading, the fruit exporter, and Unipac, the cardboard box manufacturer, have been leading contributors to Polly Peck's reported profits.

However, Mr Kivanc Riza, counsel for the plaintiff, won the adjournment after the defence filed a court application on Friday for an affidavit sworn by Richard Stone, a partner of Coopers & Lybrand Deloitte and one of the three UK court-appointed administrators.

Mr Stone said the affidavit aimed to "clarify any misunderstandings and set out our

constructive intentions". The judge ruled that submission of a court application should be done at least four days before a hearing.

Mr Stone's affidavit was accompanied by a short affidavit from Mr Asil Nadir, Polly Peck's chairman, which supported the administrator's case.

Outside the court yesterday, Mr Stone, accompanied by his lawyer Mr Mentes Aziz, appeared disappointed. But he described the process of law in Cyprus as slow but sure, and said he would wait now until the adjourned hearings next week.

He would have to review with the company and its lawyers as to whether they need him to come back before the hearing, he added. Mr Stone was due to leave northern Cyprus for Istanbul this morning, where he will be briefed by investigations staff from Coopers & Lybrand who have been looking into the finances of Meyna, Polly Peck's Turkish fruit business, since last week.

The review is expected to give the administrators a clearer picture of the sources of Polly Peck's profits in recent years.



Richard Stone: "clarifying any misunderstandings"

COMPANY NEWS IN BRIEF

BULA RESOURCES (Holdings), a USM-quoted property development and investment company, plunged to a pre-tax loss of £4.7m for the half year to June 30, after writing down its net assets by £2.9m. The company also announced a rights issue to raise £2m.

Mr Mark Kamp-Gee, chairman, said that the write-downs reflected current market conditions. He believed that the loss would be reduced in the second half of the year, as a result of cost-cutting measures. "We are determined that this progress will be maintained with the aim of achieving profitable trading as soon as possible in the next financial year," he said.

Shareholders representing 29 per cent of the shares have agreed to take up their rights. The remainder of the rights issue, which involves 39.97m shares at 5p per share, has been underwritten by Greig Middleton.

The company announced several changes to its management team, following an overhaul last year. Mr Kemp-Gee, chairman of Greig Middleton, has taken over as chairman from Mr Simon Southall. Mr Jim Quay became the group's financial controller and company secretary, replacing Mr Caunt.

MMEC joined the USM in April 1988, priced at 95p per share. Yesterday the share price fell from 7p to close at 5p.

Turnover increased from £2.46m to £2.65m. There was a trading loss of £339,000, compared with a trading profit of £1.02m and a pre-tax profit of £1.95m last year. There was a loss per share of 17.78p, compared with earnings last year of 2.3p.

HEYWOOD WILLIAMS has accepted stock in respect of 80.88 per cent.

THORN EMI is selling its HMV business in New Zealand to Brash Holdings of Australia for NZ\$12.7m.

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UK COMPANY NEWS

Warning as construction decline follows housing Vibroplant falls 36% as recession moves north

By Jane Fuller

AS RECESSION in the construction industry has moved northwards, it has caught up with Vibroplant, the Harrogate-based plant hire group, which saw interim pre-tax profit fall by 36 per cent.

Although turnover rose to £40.39m (£23.01m) with the help of UK acquisitions, taxable profits slid to £4.7m (£7.31m), after interest payments of £2.4m in the six months to September 30.

Mr Jeremy Pilkington, chairman and chief executive, whose family controls about 52 per cent of the equity, warned that UK activity was still deteriorating.

The group was hit as commercial and industrial construction followed housebuilding, on which the group is less dependent, into decline. Another weakening factor was the spread of recession from the south-east.

Only the north-west and Scotland remained above last year's levels, and as rival companies moved their plant to the diminishing areas of activity, profits were being squeezed.

In the US, dollar earnings had remained static but the

weakening currency had reduced profit by 14 per cent on translation.

In California and Florida, the savings and loans crisis had curtailed construction.

On the other hand, acquisitions in the Washington DC and Mid-West areas had performed better than expected.

Net debt at the peak half-year stage had risen to £48m gearing of 90 per cent. By March it was expected to be 80 per cent compared with 75 per cent last time.

Mr Pilkington said the group had reacted to the trading difficulties by cutting capital expenditure from £36m last year to £18m. It was expecting to spend only £6m in 1991-92.

Overheads had also been curbed. About 100 jobs were being shed this year.

Earnings per share declined to 5.58p (10.44p). The interim dividend is held at 1.22p (1.22p).

• COMMENT

Bearing in mind that the effects of UK recession only seriously caught up with Vibroplant in September, worse is yet to come in terms of profit figures. Apart from

the spread of recession through the building industry and the country, an expected increase in road-and-better road improvements has failed to materialise. The US, which accounted for 48 per cent of sales and 31 per cent of operating profit, is providing a patchy cushion because of continued constraint in California and Florida, general economic uncertainty and adverse currency movements.

The group has drawn in its horns this year, but the momentum of its previous rapid expansion (the gross cost of the fleet in September was double the figure in March 1989) is delaying the benefits. Concern about borrowings is one reason for the shares trading at less than 40 per cent of the May 1989 rights-issue price of 200p. Pre-tax profit for this year is expected to fall to about £8m (£14m), giving a prospective p/e of about 7 on yesterday's close of 75p. Whilst more bad news cannot be ruled out, good news would be astonishing in the short term, not least because of the expected lag in the construction industry's response to further interest-rate cuts.

"If you abandon your business, you're leaving control over the sources of growth of your business to other organisations," explains Mr Harris.

East Midlands is also one of the companies most committed to investing in the new wave of independent power stations. It argues that the independents offer a fresh income stream; they will also increase pressure

Vertically fusing all the elements

David Thomas on the reassuring, but so far dull, East Midlands

AST MIDLANDS is one of the few regional electricity companies which stands out from the pack.

"Either East Midlands will be the biggest, the best and the most brilliant in five years' time or it will have gone badly wrong," says one banker close to the issue.

This anonymous banker was referring to the distinctive strategy elaborated by the company by Mr John Harris, its chairman. Age 51, Mr Harris is the second youngest of the regional companies' chairmen. He is also one of the most highly regarded among the industry's City followers.

Mr Harris has a vision of East Midlands as a vertically integrated utility. This means fending off competition for the segment of its business involved in the final supply of electricity to customers. It also involves pushing "upstream" into electricity generation.

East Midlands is unimpressed by the argument that simply custom is low margin and barely worth keeping. It was second only to Eastern in successfully retaining its supply business during the outburst of competition this year; indeed, East Midlands has been one of the most aggressive companies in chasing supply business outside its region.

Other regional companies echo these arguments, but East Midlands has gone further than most by announcing its interest in three generating projects — including one in Corby, where final agreements



John Harris: young, but one of the most highly regarded

Customer breakdown of sales		
	East Midlands(%)	Industry(%)
Domestic	33.0	34.4
Commercial	21.1	25.9
Industrial	42.9	38.7
Other	3.0	3.0

Source: UKS Phillips & Drew

on National Power and PowerGen, the two established generating companies, to keep prices low.

Other regional companies echo these arguments, but East Midlands has gone further than most by announcing its interest in three generating projects — including one in Corby, where final agreements

were signed this month with Hawker Siddeley, and the Electricity Supply Board, the Irish Republic's state-owned electricity utility.

It may not be possible to determine the wisdom of Mr Harris' strategy for some time, possibly years. Meanwhile, it would be wrong to feel that, as with all the regional companies, East Midlands' profits come from distributing electricity over its local wires, which remains a monopoly.

The health of the local economy is the most important influence on this distribution business. The East Midlands region has its problems, with pockets of depression to the north around Mansfield and with doubts hanging over the future of the Nottinghamshire coalfield. Yet these black spots are matched by high-growth regions like Milton Keynes in the south of its territory.

Overall, the region is sufficiently diversified and resilient to sustain a confident prediction in the company's prospectus — "Economic growth in the area, although less than in the recent past, will continue to be above the national average in the medium term."

The company is equally bullish about one of the main threats to the distribution business — the growing interest among business customers in generating their own electricity. The company knows of plans in its region for only 20 megawatts of own generation, a relatively small amount.

The company's capital expenditure programme to renew assets is largely behind it. East Midlands' capital spending increased more than any other regional company during the past decade, allowing Mr Michael Carnes, finance director, to say: "We're not far off the peak in capital spending."

The company also boasts an impressive record in marketing, having been among the most successful in selling off-peak electricity during the 1980s. Likewise in cost control, East Midlands has the third lowest employee/customer ratio.

Past success in marketing



PRIVATISATION

and cost control is, however, something of a mixed blessing: it implies reduced scope for some of the same in the future, although Mr Dan Cowe, managing director, says the company's cost-cutting attentions will turn to its head office and other overheads.

One area of short-term vulnerability is the company's relative shortage of contracts hedging it against movements in the new electricity market, known as the pool. East Midlands is trying to negotiate additional contract cover, but its prospects warn of consequential threats to its profit forecasts, such as would occur from a further jump in oil prices.

Most analysts appear to think that these pressures have been fairly reflected in the launch conditions given East Midlands by the government; an issue yield of 8.6 per cent, which is right in the middle of the table, as is its headroom to raise prices and its initial debt.

The fundamentals appear middle-of-the-road. The question facing East Midlands in the private sector is whether its distinctive strategy will lift it above this reassuring, but dull position.

Publication dates of previous profiles

Eastern	Oct 8
Scandinavia	Oct 18
South Wales	Oct 22
Norfolk	Oct 23
Southern	Nov 5
Merseyside	Nov 13
Nottinghamshire	Nov 18
London	Nov 20
Wales	Nov 23

This is the 10th profile in the series on regional electricity companies. The final two will appear on Thursday and Friday.

NEWS DIGEST

Cropper stages recovery

JAMES CROPPER, the Kendal-based specialist papermaker, staged a recovery in the half year ended September 29 in reporting pre-tax profits advancing 67 per cent to £271,000. That was made on turnover just 5.5 per cent higher at £19.82m, and in spite of increased interest charges and a shutdown of one machine for three months. The profit compared with £581,000 last year and with £1.17m in 1988.

A good start had been made in the current year with a reasonable order book, said Mr James Cropper, the chairman.

Earnings came to 10.1p (5.9p) and the interim dividend is raised to 0.975p (0.875p).

Regal Hotel set for improvement

High interest rates and loss of business through refurbishment pushed Regal Hotel Group into a loss of £1.75m for the six months ended July 1 1990. But hotel trading was improving.

Refurbishment of the Leaf, Leaf, Coventry, the Scotch Corner, Darlington, and the Cumbrian, Carlisle, meant the group was well positioned to increase further revenue from the business and conference sector.

The group was the result of the reverse takeover a year ago of Regal Hotel by USM-quoted Rivoli Cinemas. Comparative results were not available but consolidated figures for the nine months to the end of December 31 1989 showed a loss of £1.2m.

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PLYMOUTH 2

Ferry port fights for bigger share of trade with Brittany and Spain

Lobsters, cauliflowers and cars

TWICE A WEEK, the 23,000 tons Bretagne, pride of the Brittany Ferries fleet, casts off from its berth in Plymouth's outer basin and heads through the sound on its long overnight journey to Santander in north Spain.

The 550m vessel was introduced to this route last year linking not just two countries but also two regions with considerable similarities.

Both Plymouth and Santander are away from the centres of government and manufacturing yet each has a vibrant economic life and each is looking to other ports of Europe to sustain that life.

Plymouth's main seaborne trade is with Brittany in north west France but Mr Edward Chapman, Associated British Ports' port manager at Plymouth, contends that if the port could take a tenth of the Spanish trade from each of the other British docks dealing with the American peninsula its win-win business would go up ten-fold. "Spain is that important to us. The Spanish market is great potential," he says.

The port hopes to develop port potential by winning yet more business with Spain. It is now talking to another operator which is already operating between Santander and Lorient. Brittany and wants to extend it to Britain. But Plymouth faces stiff competition from Poole in particular and no decision is expected before next month.

If Poole, a rapidly-developing port, wins this contract it could not be without irony, or Poole owes much to Brittany Ferries whose success with its Plymouth-Roscoff service did much to rescue Plymouth when the Devon port was in the doldrums.

The story of the Brittany link goes back to the early 1970s when French agricultural producers were looking for a

way of getting their produce to England more easily than through the traditional but long overland route via Calais and Boulogne into Dover and Folkestone.

Those interests set up BAf - Bretagne Anglaise Irlandaise - to operate a ro-ro service between Roscoff and Plymouth, a route that has turned into one of Britain's cross-Channel success stories, as well as to offer a way into Ireland.

Today there is a daily ferry

Container deliveries to major continental markets are the core of the port's activity,
writes

Anthony Moreton

service with the smaller Quiberon on the six-hour run between the two ports and the number of passengers and the amount of freight have grown rapidly over the years.

In the last financial year, for instance, Brittany Ferries carried 460,000 passengers, 112,000 cars and caravans and 15,000 freight vehicles between Plymouth and Roscoff, a 50 per cent jump compared with 1988 and a 15 per cent rise in vehicles. It also carried a further 143,000 passengers and 49,000 vehicles between Plymouth and Santander.

Associated British Ports' decision to put Elm into facilities led to several doubts being expressed.

Mr Chapman admits the decision was a risk at the time - a new company operating on a new ferry route is not the best formula to send the bank manager happily to sleep.

The first couple of years seemed to confirm those doubts but the route came

good remarkably quickly, especially after a passenger terminal had been added in 1974 - so successful that Brittany Ferries decided to add further services, out of Portsmouth (to Caen and St Malo) and Poole (to Cherbourg).

To protect the Plymouth business ABP spent another £2m on a new passenger terminal five years ago and a programme of improvements to the quays and unloading facilities such as a modern link-span.

If Plymouth wins the contract for the second line linking the port with Spain it will be for freight only. Brittany Ferries has an exclusive contract to embark and disembark passengers in the port, a contract which has seven years to run.

It is the ro-ro business, though, that is at the core of the port's activity. Last year, it handled 38,000 tons of cauliflowers coming into Britain from the fields of Brittany and 28,000 tons of potatoes.

In return, it handled 30,000 tons of fish. Every day a container lorry fills up with fish from Plymouth's own fishing dock across Plymouth Sound at Sutton and with lobsters and crabs from Cornwall and delivers them directly into the markets in Paris.

To create the basis for future growth ABP is using some of the land that has lain largely fallow during the long years when its commercial activities were constrained by the national dock labour scheme.

Plymouth, a relatively small port in the ABP empire, did not suffer catastrophically under the dock-labour scheme but the sudden ending of the scheme last spring has given the port much more flexibility and Mr Chapman agrees "we are much better off now. We can use our labour force much more effectively and although

there has been a significant reduction in numbers we are still able to handle a growing volume of business more efficiently."

In Plymouth, ABP is increasingly looking to become a property company, using its surplus land for alternative uses. Grosvenor Waterways, a subsidiary of Grosvenor Square Properties, ABP's property development arm, is building a marina and waterside housing estate in conjunction with MDL.

So far 40 have been built but the ending of the housing boom has put a stop to a planned expansion to 85 until either the present houses have been sold or there is evidence of an end to the housing slump.

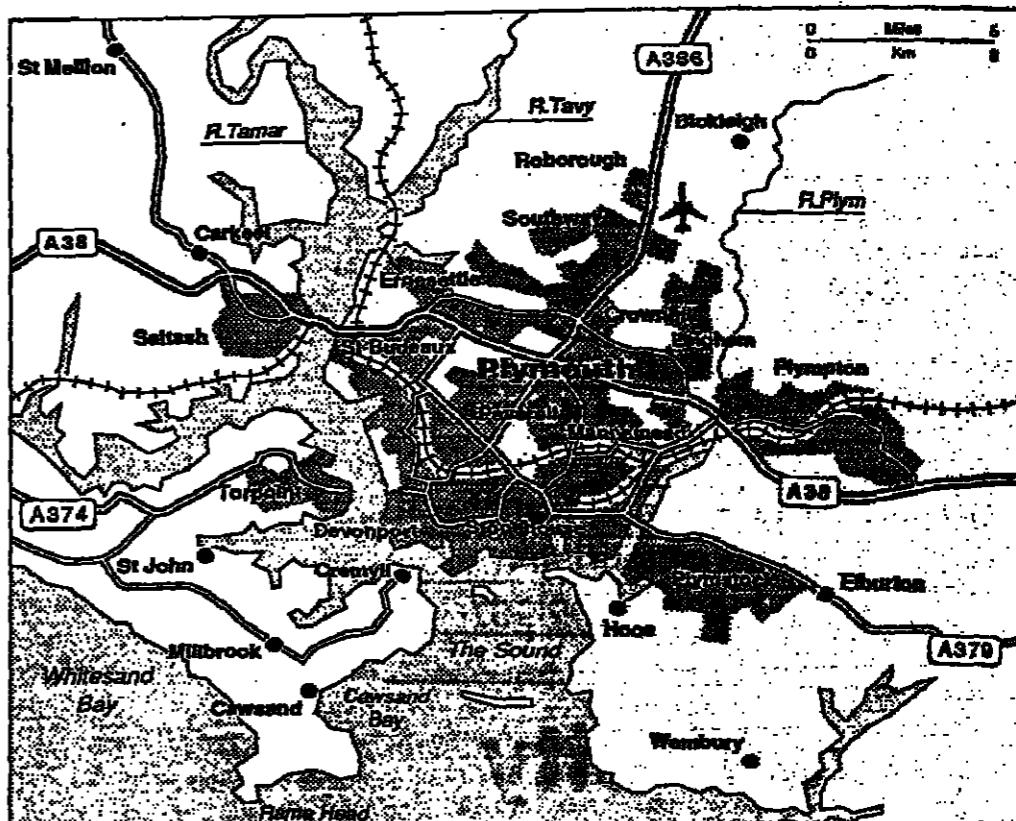
Other land within the docks is earmarked for commercial development. Part of the inner basin, closer to 18 months ago, has been filled in and ABP would almost certainly like to

fill in the remainder of the basin when conditions are right.

The choices for ABP in Plymouth are essentially the same as elsewhere in the group and the same as those confronting almost the whole of the British port industry.

Getting a blue chip return from port activities is increasingly difficult and might be made even more difficult with the opening of the Channel tunnel (though Plymouth believes it will not be seriously affected by that event).

Nevertheless, ABP faces crucial decisions on how far it should move into property development and how far it should remain a port operator. Plymouth has shown over the 1970s that it can carve out a niche port business. The question now is whether this is sufficient or whether there are other and more profitable routes to follow.



Trains and planes reduce Plymouth's remoteness, writes Deborah Hargreaves

Nearer than it used to be

PLYMOUTH has long fought its image as a western extremity cut off from the rest of the country by poor transport links. Indeed, new businesses which consider moving to the city give the availability of decent transport routes as a key priority in their decision.

But much of the prejudice against Plymouth's remoteness is psychological. Although the motorway stops at Exeter, the next 50 miles of road are almost up to M5 standards. At the same time, Plymouth has a regular, rapid rail service to London and frequent air links.

British Rail has much much

in the past five years to compete with Plymouth's air carrier and provide businessmen with an efficient and pleasant journey to London. With almost one train an hour between Plymouth and Paddington and a fastest time of just under three hours, BR has seen a steady rise in business users.

Brymon Airways which provides four flights a day to Heathrow and two to Gatwick finds it hard to compete with BR on price and consequently most of its traffic - 60 per cent - comprises businessmen who are aiming to take a connecting flight abroad from London.

This is a vital service for the international businesses that Plymouth is attracting in place of its declining dockyard since many of them are subsidiaries of foreign concerns and need to fly quickly to head office.

But if the British Airports Authority succeeds in its bid to push small carriers out of Heathrow, and Brymon is forced to route all of its flights through Gatwick and Stansted, this would deal a sharp blow to Plymouth's efforts at diversification.

"If we lost this link, I think you can guarantee that many companies here will stop expanding and many others

will go elsewhere," says Mr Mike Bathgate, manager at Brymon. The carrier is building Bristol as an international gateway that could cover some of its business if it had to leave Heathrow. In addition, the company is stressing the numbers of businessmen it takes to London - often more than a large jet will carry between London and Sydney - and its consequent economic benefit to the airport.

BR would be a major beneficiary of a drop in business for Brymon and it is putting a fair substantial investment into the city with the current revamp of the station concourse and ticketing area. The link project will provide Plymouth with an up-to-date computer ticketing service which will cut down on queues by providing a more efficient service.

In addition, BR is looking at long-term investment in the Victorian track that runs part of the route between Plymouth and Exeter. The last stretch from Exeter can often take up a third of the journey-time on the route from London and this adds to the perception of Plymouth as an outpost.

While BR is not about to make a major investment in track renewal, it is working on

upgrading parts of the track so that trains can run slightly faster. "Trains are not likely to run at 100 miles an hour on this stretch in this decade, but we are working upwards from 50-60 miles," explains Mr Peter Griggs, route manager at BR's Intercity unit.

In an effort to upgrade its first-class service, BR is running the Golden Hind, a train which offers the highest level of on-train catering. From Plymouth to London in the early morning and back again at the end of a business day. This is BR's flagship which, with no extra charge for first class passengers, offers additional services and improvements in quality.

Next year, BR will pioneer the introduction of a Silver Standard which will provide additional catering for business users paying the standard fare. BR's first-class return to London costs £162 while Brymon's fare to Heathrow is £160. Brymon says it tries to sell itself on speed and convenience since it cannot undercut BR on price, particularly now that its air fuel costs are rising so quickly.

While good transport links to and from Plymouth are vital in attracting new industry to the region, the city is also working on improving local commuter services for residents. "If a large organisation does decide to relocate here," says Mr Andy Johnson, manager at Plymouth's rail station, "one of the selling points will be the good countryside around the city. Employees will want to live out there and we need to look at how they will get to work."

The city council is currently considering some sort of rapid transit scheme for the city centre as well as improvements in some routes into the city. Mr Johnson says the possibility of re-opening the rail line between the city and Tiverton on Dartmoor is under discussion as a way of removing some of the pressure on the narrow road between the two.

Another way for BR to carry more people into the city centre would be to open more stations on the rail line between Totnes and Plymouth.

The city is actively looking at a number of options for consultation and a joint committee formed by the city and district council is studying the possibilities. Mr Johnson believes there will be a move to set up a rapid transit system to the town in the next two years with the goal of completing a fully integrated transport system in 10 years.

Basis of the city's future prosperity

Continued from page 1
financial institution to have its head office in the city, these were exceptions rather than the rule.

For years, low rents precluded new building or the encouragement of local developers with the result that no financial community has arisen, no modern offices are available and the potential for converting through the building's new method of dressing and undressing a structure is limited.

The consequence has been, according to Professor Peter Grigas of the Plymouth Business School at the Polytechnic South West, that most of the head offices of concerns in the region have congregated in Exeter.

He is supported by the Devon and Cornwall Development Bureau's Mr Ivor Simpson who "would love to see more service industry coming in since Exeter has captured the lion's share." An inland revenue relocation will help in a small way.

Professor Grigas paints a sombre picture. With the rundown in the dockyard, closures by English China Clays outside the city, the possibility that the opening of the channel tunnel in 1994 might draw resources east, and the EC's eastward pull as it looks to Europe's newly democratised

countries, there will be increased pressure on Plymouth, he feels, if it is to sustain its prosperity.

That prosperity is, in any case, fragile. A survey by Glasgow university found that income levels in Plymouth were the lowest in the 38 largest British cities, about 9 per

cent below the national average for men. apprehensions about the future have to be seen against the background of achievements over the past decade. Despite its geographical disadvantages, Plymouth is seen as a good place in which to live, has attracted a number of important newcomers on the industrial side and, with its long naval tradition, will continue to be probably the most important regional centre in the south west. These are not insignificant achievements and are the basis on which future prosperity is possible, given a willingness to make them real.

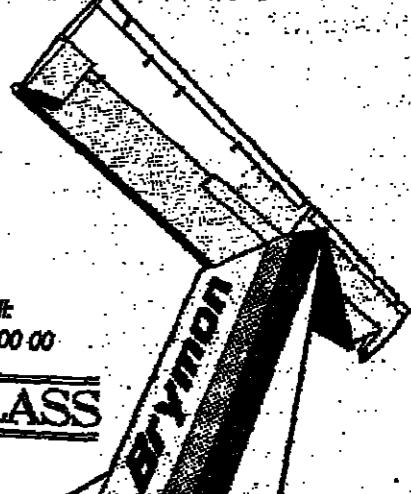
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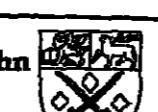
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WHATEVER happens in the Gulf the peace factor has already hit Devonport dockyard. At the start of this month, the government called a halt to a £10m refit on the nuclear submarine HMS Warspite in the final stages of a 31-month refit.

The decision followed hard on the heels of the government's move to scrap its sister submarine Churchill as part of plans to reduce the Royal Navy's submarine fleet from 18 to 12 vessels.

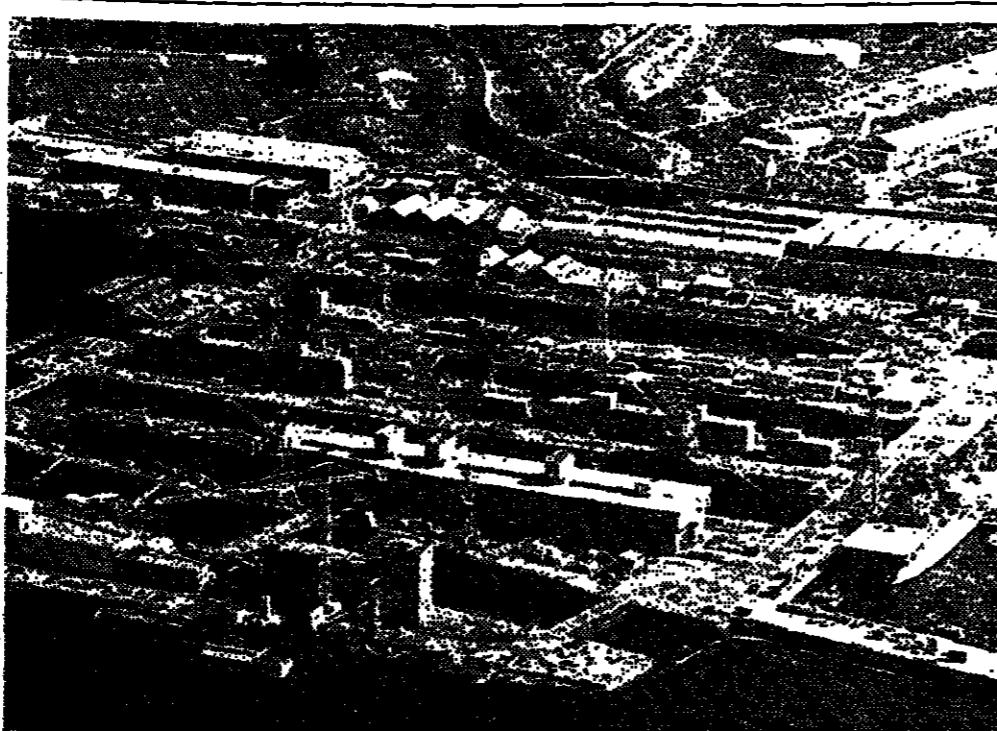
The Warspite decision had an immediate effect on Devonport Management (DML), the company that now manages the dockyard on a seven-year contract for the Ministry of Defence. The yard's workforce will be further run down to 5,000 by next March compared with 6,677 at the end of October.

This is a far cry from the heady days of 1987 when, in the spring of that year, a novel form of management structure was created as part of the government's privatisation programme.

Although the government wanted to introduce private management into the two royal dockyards — Rosyth, outside Edinburgh, is the other — it did not want to abandon complete control over its ability to service the navy. It therefore came up with a scheme by which private industry would be given a lease on the premises with ownership remaining within government. This novel concept was made even more unusual in that the government remained the main customer of the yards through the companies (Rosyth had the same relationship with government, operated by Babcock Thorn) were expected to go out and find extra work. Last year, for instance, the government provided work totalling £240m, more than 90 per cent of the DML's business.

The way in which the government has allocated that work has led to some concern within DML. The company — a consortium led by Brown and Root and including ECCC, and the West Group — had to be "encouraged" to bid for the management contract in the first place. It subsequently discovered that defence reviews and the general tightening of the ministry's budget — by, for instance, not putting a ship into dock for a refit quite so frequently — meant DML got less work from its major customer.

The result was that at the same time as coming to terms with a new business DML has



Devonport dockyard: disappearing contracts

Question mark over the Devonport dockyard

Challenge of the peace factor

constantly had to revise its rolling programme. The most obvious consequence has been seen in the workforce. When DML took over, the workforce stood at 11,250 (itself a drop of about 2,000 in the previous two years) and the then executive director said "Job losses of around 2,500 over the next seven years, bringing the figure down to around 8,800". By next March, four years into that seven-year period, the actual figure will be around 5,000, confirming the unions' worst fears at the time.

Even so, Mr Mike Leese, DML's managing director and one of the small team of executives put into the yard by Brown and Root, is sufficiently pleased with experience in the first half of the contract to be thinking of recommending to his board that it should bid for an extension when talks on renewal start, probably in about a year's time.

The position is vastly differ-

ent from the task we imagined," he admits, but claims this is because "the goalposts have been changed". Those moving the goalposts are, clearly, the government. "Also, the complexity of the operations is greater than we imagined, largely because of the diverse nature of the tasks we have to undertake in the docks. Each task requires a slightly different management approach."

In particular, Mr Leese found that the strategy adopted was geared to a higher volume of work than the government subsequently made available. And because of the way in which the yard is costed the yard has found it virtually impossible to compete for, and win, outside contracts, an area where the government was particularly looking for the company to succeed.

The company is also known to be irritated that the government is thinking of raising the licence fee at a time when the volume of work it is offering is declining. Last year, DML paid the government £18m as a management fee; the ministry wants to raise that substantially.

DML sees this as Alice-in-Wonderland economics because it argues that part of the fixed cost of production is an asset charge. The value of the assets is a function of the business the company can do profitably by using those assets. Strong market demand gives the assets a high value; no demand and the value of the assets is diminished (even, notionally, to nothing).

It is the ministry which owns the assets but it values them on their historic cost combined with replacing them, a valuation which results, it is claimed, in disproportionately high dock charges. So long as DML is only undertaking government work these high dock charges do not matter because

the company recovers the high fees in the prices it charges the ministry.

But these same high prices prevent the company from competing on the private market for other work. DML is finding itself priced out of the market and having to rely to a greater extent than it would wish on that proportion of its business that comes from the government.

To cope with high inflation and low demand most companies are writing down dock valuations yet DML's has been increased by 30 per cent since it took over the contract in 1987. DML says this puts it at a distinct disadvantage compared with other yards. "If DML is to win commercial work to reduce prices for MoD work, the basis of asset charging must be changed," he says.

There are other points at issue. DML sees the fixed cost of running the contract — about £20m a year — fairly constant at a time when the workload has halved, thereby doubling the fixed-cost element in the cost of labour. Although DML claims to have improved productivity the cost of repairing warships has gone up.

Another area of disagreement concerns pricing policy. Because defence work varies, the ministry is unwilling to agree an estimate of sales for DML. Yet since any business must have this, a provisional figure is agreed between the two which results in a provisional cost per manhour.

Towards the end of the year the actual sales and costs are worked out and prices on MoD contracts are adjusted to take into account the real figures. So far as government work is concerned, this is acceptable, as in the matter of dock charges. But it is completely unacceptable for commercially unaccountable work. No company would deal with DML using provisional prices so DML either has to take the risk and quote non-adjustable fixed prices — or not bid at all. It is because of this that the company is having difficulty in finding additional work from the private sector.

These factors are seen as important limitations in DML's ability to generate outside work and profits. They will almost certainly be raised with the government when the question of an extension of the licence is being discussed. The actual licence period in any case needs reviewing. No company would ordinarily work on the basis that it might lose the contract after seven years.

Anthony Moreton

Workforce returns to the schoolroom

Retraining to survive

PLYMOUTH is laying a heavy emphasis on training and education in order to attract a major new employer to replace the declining dockyard. For this reason, a group of businessmen pushed for the region to set up one of the country's first Training and Enterprise Councils (Tec's) as part of a government initiative to co-ordinate training policies and introduce market discipline to training.

"It is my job to try and change attitudes and culture which is a long haul," explains Mr John Mannell, chief executive of the Devon and Cornwall Tec, "but we can start by encouraging business to devote more time and effort to training."

Plymouth's long association with the dockyard and the Navy as its key employer has drained the region of an entrepreneurial culture. But the dockyard is soon to cut its workforce to 4,500 from a peak of 20,000 10 years ago, and the need to attract new investment is pressing.

This puts the focus on retraining dockyard workers and making sure that school leavers have the sort of hi-tech skills that new businesses are looking for.

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The vouchers put different values on varying types of training which gives the Tec a way of encouraging young people into shortage areas. While 15-year-olds in the Plymouth area this year had their first package of training credits which entitle them to a free interview with a careers service, the operation of the full scheme is still being drafted.

There is a risk that school leavers will be disappointed at receiving a different monetary value for their training credits than some of their colleagues and this could lead to difficulties in implementing the scheme. For this reason, a removal of any face value from the vouchers is under consideration. The idea is that the Tec

will allocate more money to training courses for much-needed skills and for periods of longer study.

As part of an effort to attract new investment to the area, Plymouth is targeting hi-tech electronics companies and companies in the biotechnology, healthcare and precision engineering spheres. These industries demand a fairly high level of sophistication among the vast majority of their employees.

The Tec can help draw business to the region by providing a tailored training plan for an individual company and picking up part of the bill. Mr Mannell is currently talking to Harri Semiconductors, a Florida-based concern which makes electronics for car computers, communications and satellite applications. It is bringing 700 jobs to Plymouth in the next two years as part of a £10m investment.

While Harris will be looking

to attract top designers from other parts of the country — stressing the high quality of life available in the region — it is looking for a fairly high skill level among the broad workforce. The Tec can negotiate a training course with the local polytechnic or College of Further Education which will cover the company's needs, and then partly fund it through the voucher scheme.

The Tec is funded to the tune of £43m a year, of which it devotes £20m to youth training, £10m to business support, and £10m to retraining. In Plymouth, retraining plays a key role in the Tec's function. This can range from six-monthly courses to prepare the long-term unemployed for work again, to a couple of weeks to instil confidence in returning mothers or highly-skilled computer personnel that have been laid off by the dockyard.

The Tec is due to start this part of its operation next April when it will probably focus on women returners. The flexibility to change retraining programmes with the type of people involved.

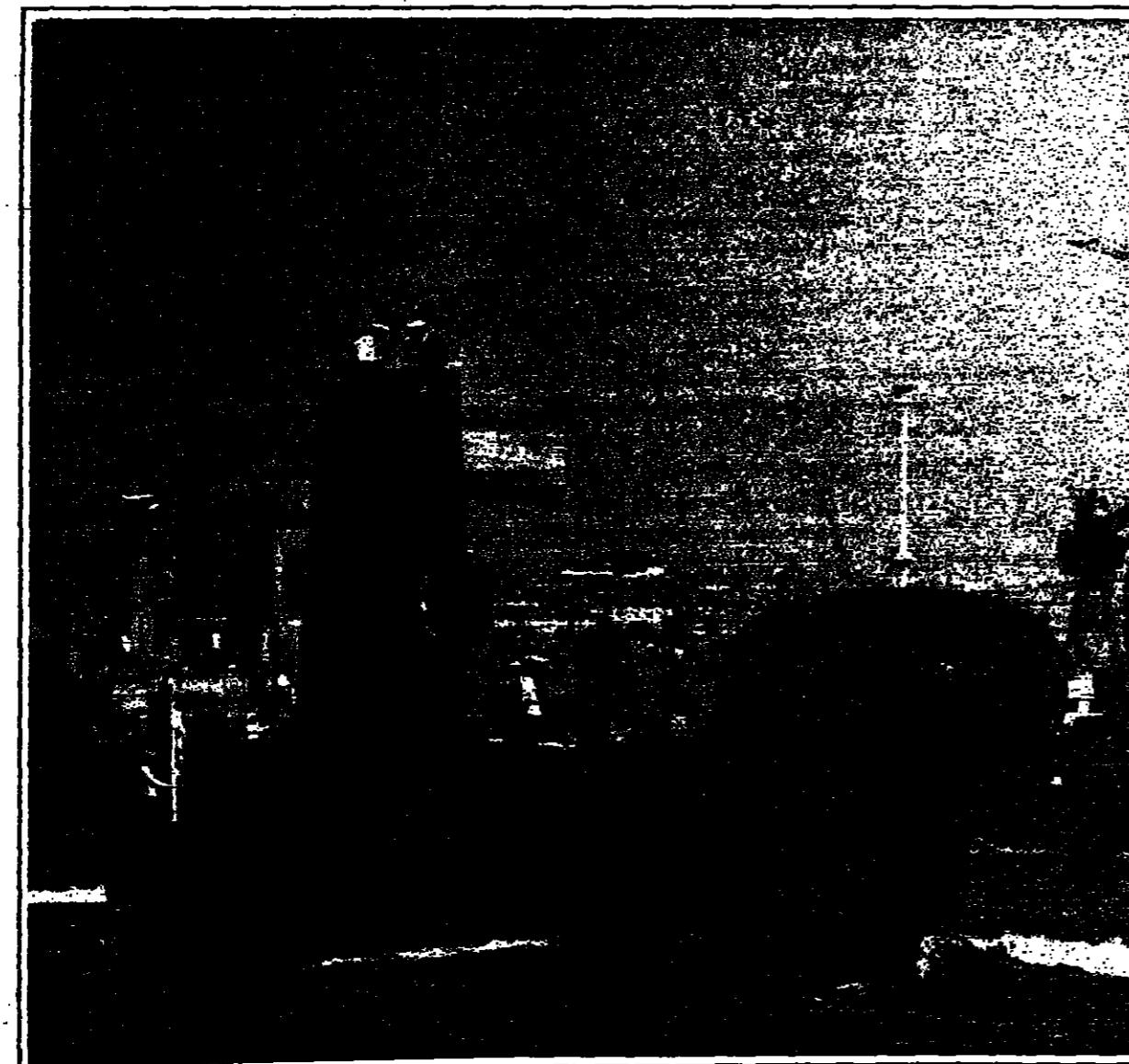
Another product of the closer relationship among the business community is the city's Compact which went into operation in September. This is a partnership between industry and local schools based on an initiative started in the US.

In conjunction with teachers, the Compact sets certain goals for pupils to meet — these are not always academic and one of the most important ones is a good attendance record, for example. These are tailored to an individual's performance and if the pupil meets them, he or she can be assured of a job with one of the Compact companies.

So far, three schools are involved in the Compact scheme which will extend to 11 schools next year and all of the city's schools in its third year of existence.

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PLYMOUTH 4

X Heritage areas cramp developers' style, writes Anthony Moreton

Wanted: room to expand

PLYMOUTH's 11 miles of waterfront are more than enough to make any developer drool with excitement. Unfortunately, its ability to exploit its potential is severely limited.

Part, especially the Hoe, is on a par with heritage land and will never come on the market; part includes the Barbican, which has already been turned into a major tourist centre; part is the fish docks in Sutton; and part is Ministry of Defence land where good intentions often come to naught in the race of anticipated future defence needs. What is left for potential development is therefore much reduced.

Mr Michael Bosall, Plymouth's chief executive, agrees that the situation is difficult. "We are trying to create a city where people want to work and do business. But we are short of land, especially industrial land, on which to create that work," he says.

One of Plymouth's problems is its geography. To the north, the next district, South Hams, jealously guards its countryside; to the west, the River Tamar prevents expansion into Cornwall; and to the south is the sea.

South Hams is not totally opposed to co-operating with Plymouth. Companies such as Harris and Plessey are both outside the city's boundaries. However, it is extremely difficult to find development land within Plymouth. Yet it is badly needed if the city is to attract the newcomers essential to balanced growth.

"There is land for industry," says Mr Graham Jones, Plymouth's estate surveyor. "But if we are to continue to attract more incomers then we need more land. On the service side, we can find space for a 50,000-60,000 sq ft block but above this we would have to look outside the city centre." Mr Steve Lobb, of Chesterton, the estate agent, is more critical. "Plymouth's problem," he says, "stems back to rebuilding after the second world war when development was allowed in a haphazard way. Offices were spread around, intermingled with shops, civic buildings, flats, motor vehicles and pensioners' flats."

"There is no real office heart to the city," he asserts. "This problem is compounded by too many old buildings which depress rents and make it, in turn, less attractive to induce developers in to put up new, or refurbish old, buildings."

Nevertheless, Plymouth has joined in the provincial boom



Dingles department store, New George St: rising from the ashes



Estate Agent Steve Lobb — seeking the sites

of the past few years and top-class office projects can command £15 a sq ft for a pre-let with well-located 1980 buildings now letting £12-13.

This burst of growth, says Mr Lobb, has led the institutions to query whether much more growth remains to be tapped within the market. But with only one purpose-designed air-conditioned office in

the city that may be an over-pessimistic view.

If city-centre office development has been curtailed there has been a lot of building in out-of-town locations, especially at the intersections with the A38 expressway running across the north of the city, a road that links the M5 motorway with Cornwall across the Saltash bridge.

There are perhaps 250,000 sq ft of B1 offices being built on these sites, the new redbrick revolution so common around Britain, and they are commanding good rents of around £13. The unsatisfied demand within the city centre, amounting to about 400,000 sq ft, is sustaining this out-of-town price.

Plymouth also needs to bring its shopping centre up to date. "The city is in a time warp," alleges Mr Lobb. "The city centre today is, with few exceptions, the same as it was in the 1950s when it was rebuilt after war-time bombing."

The heart of Plymouth was then recreated on a grand scale, with wide, boulevard-type streets and a grid pattern offering easy access to the Hoe. Today, those streets are too wide, especially after pedestrianisation, offering little relationship between the sides.

There is too little incentive for shoppers to cross over. Rental values on the north side of New George Street, says Mr Lobb, are perhaps double those on the south side. "That shows how the market views the situation."

The city council's Mr Graham Jones admits that retail developments have been "disappointing", though House of Fraser spent £13m on rebuilding Dingles department store after a fire. Plans for new arcades, galleria-type developments and other schemes came to the fore only recently, just as the market turned sour.

There are some very big schemes about, perhaps totalling £500m in all. P & O is still working hard to get a £150m scheme off the ground at Drake Circus. But plans by the Burton Property Trust to develop the Debenhams site at a cost of £200m into The Quays, covering 365,000 sq ft and anchored by a new Debenhams store and linked into Dingles, is very much on the backburner following Burton's withdrawal from property development.

Hardanger Properties of Kid-

WHEN MURATA, a Japanese company which makes electronic components for ceramic capacitors, decided to move to Plymouth earlier this year, it contacted Texas Instruments, a large US semiconductor maker, that had closed its Plymouth operation several years before.

Murata wanted to know about the skills of the workforce and Texas Instruments could assure the Japanese that there would be a pool of people available with knowledge of the semiconductor industry. The US concern had made hundreds of employees redundant when it moved its European base from Plymouth to Portugal.

A level of skills in the labour force was one of the reasons why Murata was keen to move to Plymouth. One advertisement in the local newspaper provided the company with a stream of qualified employees for its initial needs of 70 people. It will take on 1,000 workers in the next five years as part of a plan to make Plymouth its European base.

The move by Murata to Plymouth was a coup for the Devon and Cornwall Development Bureau which attracts inward investment to the region from overseas. The company had already narrowed its choice for a European base to Scotland or the Netherlands, but, with the help of a retired Toshiba executive who is working for the bureau in Tokyo, the Bureau persuaded top officers from Murata to visit Plymouth.

The city council sees a further development by Neale House Investments (part of Cooperative Insurance Services), costing £200m, and offering a net gain of 200,000 sq ft at Colly Campbell Court, adding to the city's attractions. The market, however, tends to see this scheme as being just too far from the core of the shopping activity and one which is not likely to attract a worldwide anchor.

Despite these reservations Plymouth remains an important shopping centre. At one time it was in the top 10 in Britain. It has slipped, though it is probably still among the top 20. That slide indicates just how much Plymouth needs to recover.

Another recent arrival in Plymouth is the Florida-based Harris Semiconductors, which plans to create 700 jobs in the next few years as part of a £165m investment. Harris

KEY FACTS AND INDICATORS

Plymouth district population*	251,000
District population change, 1981-80	+3.2 per cent
Devon county population, 1990	928,067
Unemployment (travel-to-work-area)	8.6 per cent
Unemployment by sector:	
Manufacturing industries	24%
High tech industries	12.5%
Distribution, hotels, catering	23.1%
Primary industries	3.5%
Banking, finance, business services	7.7%
Retail distribution	12.4%
Change in total employment, 1981-87	-6.1%
Prime office rents, July 1990	£12 per sq.ft.
Industrial property rent, Jan 1990	£4 per sq.ft.
Retail property, April 1989	£140 per sq.ft.
House prices, average*	£26,000
Regional average house price*	£20,000

* Local authority estimate; **Figures for 1988.

Source: Property Intelligence, Town Focus



Wrigley's plant on the rural outskirts of Plymouth — a place to ruminate on the West Country attractions

looked at eight countries before finally choosing Plymouth over Southern Ireland. It was encouraged by the availability of the site in Plymouth as well as the quality of life in the region.

These companies are some of the success stories in the region's bid to attract new investment, but Plymouth has drawn subsidiaries of large companies rather than the more resilient headquarters developments. Since subsidiaries are often vulnerable to cuts in an economic downturn, the city also hopes to entice company decision-makers to its streets.

It is courting new businesses in the hi-tech electronics, healthcare, biotechnology and precision engineering fields.

"We see these as booming industries of the future," says Mr Ian Jones at the Devon and Cornwall Development Bureau. "People may say that panel-beaters and sailmakers from the dockyard won't get jobs there, but they are not likely to find jobs anywhere using those skills."

While Plymouth has had some success in winning investment from the US and Japan, it has yet to attract a newcomer from Europe. The Swedish and German businesses in the city are there as a result of mergers and acquisitions rather than greenfield developments. Mr Jones reckons that German companies know the UK much better than their US and Japanese counterparts and are much firmer in their plans to go to a particular city.

Indeed, sometimes a knowledge of the city can militate against a relocation decision.

would be no good for its type of business.

"This sort of experience underlines the necessity of selling Plymouth's image at home as well as abroad," Mr Jones says. "We've got more of a struggle than say, Scotland and the Northeast, because those areas are now perceived as places to do business."

One of Plymouth's biggest drawbacks in attracting new business has, in the past, been the complacency of some of the city's institutions. That is changing now as the grip of the Navy and the dockyard on the city's employment base recedes. Some business leaders even think the demise of the dockyard is good for the region since new industry will pay higher rates than the dockyard, and the necessity of attracting new business will foster more of an enterprise spirit.

In a bid to change perceptions in the UK about Plymouth's remoteness, local development offices are laying a heavy emphasis on the improvements that have been made to transport links with the rest of the country. Indeed as congestion in the Southeast brings that region to a standstill, Plymouth's relatively free streets are a good selling point.

And with the relentless move to the single market in Europe in 1992, Plymouth counts on becoming an important gateway for freight traffic to the rest of Europe.

Many UK companies, particularly those in the service industry, have already "discovered" Easter by moving to the west country and Plymouth hopes that if too will benefit from the trend towards decentralisation.

Plymouth can also be adversely affected by the perception of companies elsewhere in the UK. Mr Jones describes how a Japanese company was planning a joint venture with a UK partner based in the Midlands. The Japanese company wanted to base the project in Plymouth, but had a hard job convincing the UK partner even to look at the area. It decided that Plymouth

Deborah Hargreaves

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A quiet city's attractions

would be no good for its type of business.

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PLYMOUTH 5



Facilities such as Ocean Court Marina (above) and the Met Hotel (below), more accommodation will be needed to cope with the growing numbers of visitors sought by Plymouth



Pilgrim Fathers bring in the tourists

History becomes a money spinner

AS EVERY schoolchild knows, it was from Plymouth that the Pilgrim Fathers sailed in the Mayflower to the New World and where Sir Francis Drake played bowls on the Hoe before confronting the Spanish Armada.

Less well known is the fact that New Zealand was colonised from Plymouth and Captain James Cook set out from there on his voyages to chart the world.

But the city has been slow to cash in on this rich heritage and often suffers by being confused with Portsmouth.

In a bid to publicise the city and its sea-faring traditions, the city fathers last year opened the Plymouth Dome on the Hoe as a visitor centre and a focal point.

Hitler's bombs left Plymouth city centre an almost featureless expanse of functional concrete very much in the tradition of the 1960s. This has robbed the city's residents of its identity with its history and stamped the impression in visitors' minds of a shopping centre and little else.

Plymouth was complacent about this until the demise of the Devonport dockyard, its traditional large employer, that it started to set its sights on tourism. Now, Plymouth is trying to establish itself as a centre for touring the beauty spots of South Devon rather than just a place for a wet day's shopping.

It hopes to benefit from a trend away from the traditional British seaside holiday and the growing demand for

more stimulating pursuits. Plymouth is looking to cater for this new generation of tourists and embellish its image as a cultural centre which has never been strong.

The £3.5m Plymouth Dome was opened 18 months ago and is proving a huge success. It contains a replica of an Elizabethan street complete with smells of rotting vegetables and uses the latest audio-visual equipment to portray the hardships of the Mayflower voyage and Drake's circumnavigation of the world.

Its commanding view over the sea gives visitors an insight into today's sea traffic with the use of a colour TV camera under their control and full-scale radar to identify ships in Plymouth Sound.

The Dome, which has won a series of tourist accolades and attracted 325,000 visitors since it was opened last March, is part of a major scheme for the development of Plymouth's under-used waterfront which has been little-changed in 50 years.

Along with the reconstruction of Plymouth's picturesque Rats pier, the council is considering building retail and office space along the water. It is looking at the use of water taxis to ferry people around and the construction of a new fishing complex which would free the old wharf in the historic Barbican area for tourist development.

All this does not mean that Plymouth is aiming to become another Brighton or Blackpool. "We're not going over-the-top,"

says Mr Roger Matthews, head of the city's Marketing Bureau. "The key to the future of the city is one of sensible, tasteful development that is balanced with local needs."

With a young, demanding population, Plymouth's city fathers have to tread carefully to meet the necessities of its local residents as well as the requirements of its growing tourist population. For this reason, a development like its Pavilions conference centre which encompasses a large leisure pool and ice-skating rink, will offer season and discounted tickets in a bid to attract local use.

The Pavilions marks Plymouth City Council's largest investment ever. The facility which will be opened next summer, has cost £25m of which £5m was supplied by a grant from the European Development Fund, and is designed to combine attractions for tourists, business and locals. "We started off wanting an all-weather attraction because when it rains in the summer, a large number of people come here looking for

big city facilities," says Mr Matthews.

But the centre will prove

important to the city's business community since it will form a much-needed conference venue for the Southwest. It will provide seating for up to 3,000 delegates as well as exhibition space and up-to-date TV and audio-visual equipment.

The centre's management team has started to market its facilities and has already garnered conference bookings to 1997.

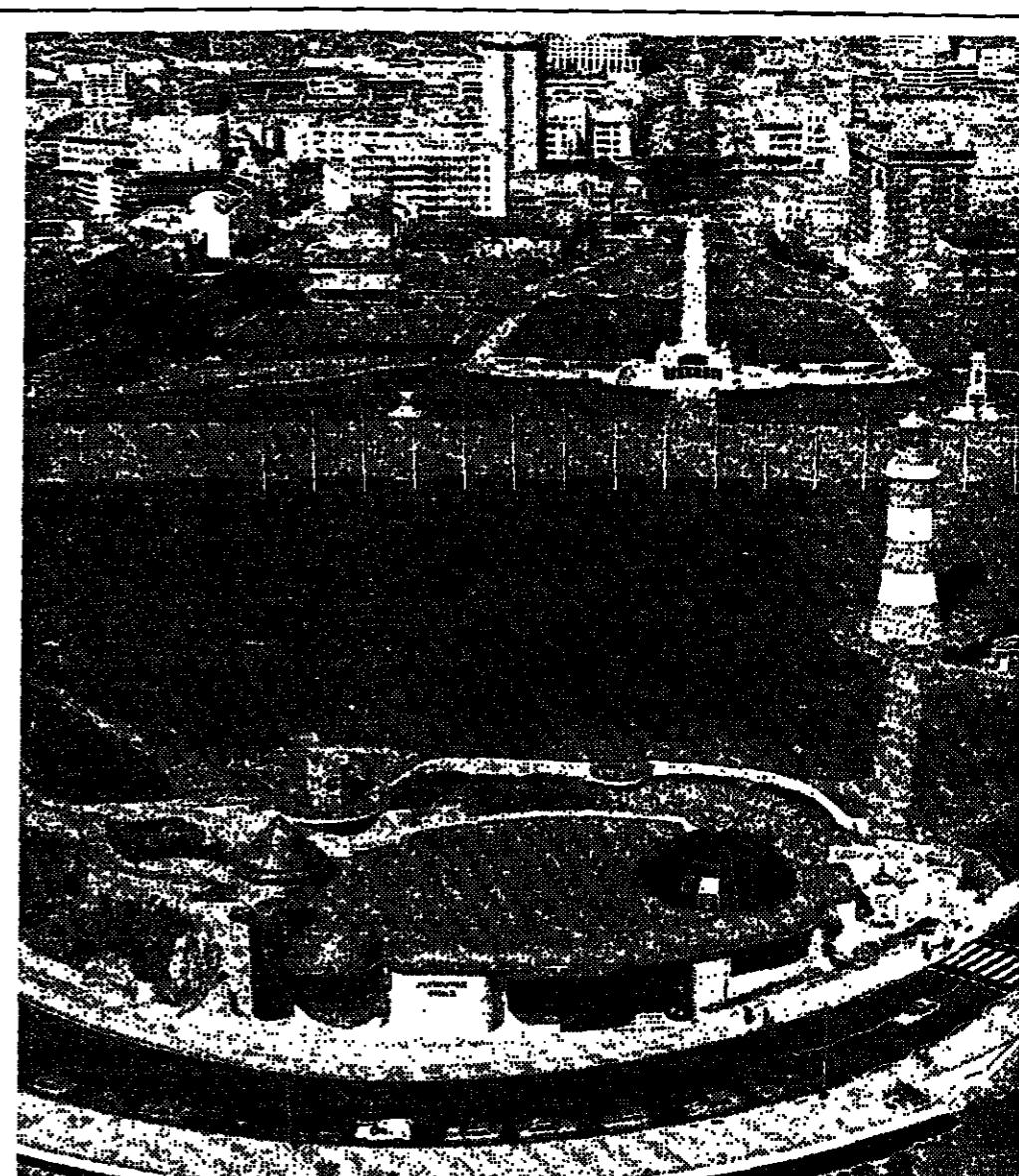
One of the city's development strategies is to provide focal points as a spur to generate private investment and an economic spin-off for the surrounding area. The Pavilions is

now spend just over £15m each.

Plymouth still has grand plans and the city fathers hope that future development will secure its position as a focus for the Southwest. In the next two years, the city plans to replace its aquarium with a vast marine centre along the lines of California's Sea World, aiming to create a fish display.

After that, the city will look at improving access to its tourist sites and directing visitors straight into the historic quarters. It is also looking at a mini-train to shuttle them between attractions.

Deborah Hargreaves



Plymouth Dome, the new £3m sea-front exhibition centre that brings the city's story to life for visitors of all ages

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INTERCITY

LONDON STOCK EXCHANGE

Early gains reversed by Gulf worries

THE GULF situation returned yesterday to overshadow a UK stock market preoccupied for more than a week by the internal debate in Britain's ruling Conservative party. An attempt to build on the 5 per cent advance in equities achieved over the past five trading sessions founders when crude oil prices rose sharply following reports that the US wants the United Nations Security Council to set a January 1 deadline for an Iraqi withdrawal from Kuwait.

Brent crude for January delivery jumped by more than \$2 a barrel in London in the face of the apparent shortening of the timescale for possible hostilities in the Middle East and early gains on the stock market were swiftly reversed. Equities had opened firmly as market traders marked

and longer than either the government or the City has forecast. Investors believe that these rates will be cut sooner rather than later in order to stimulate the domestic economy. However, dealers had already heard on early morning radio of the hardening of US attitudes towards the Gulf and there was little support for the initial upturn in share prices. When crude oil prices turned upwards, equities backed away quickly and there was a rush to take profit on the back of last week's advances. A number of market analysts emphasised that there were substantial profits to be taken.

At its lowest, the FT-SE Index was more than 21 points below 2,150 and the London market closed off the bottom,

despite a fall of 26.49 in the Dow Jones Industrial Average in New York. The final reading showed the FT-SE Index at 2,151.9 for a net loss on the day of 16.6 and a surprisingly large turnover of some 40,000 points during the session.

The erratic trend in the market was mirrored by the performance of interest-related stocks such as stores and builders, where small gains were replaced by losses during the session.

At the early morning peak, equities were within nine points of FT-SE 2,200 a level last seen briefly on October 8 and regarded as around the top of the current trading range.

"Nevertheless, our preferred buying level remains below 2,100," said strategists at Barlays de Zoete Wedd in a review of the outlook for equi-

ties.

Many market analysts remain cautious over the near-term outlook which is expected to bring increased concern over the damage wrought on UK companies by recessionary pressures. Mr Robin Aspinall of Hoare Govett commented that if sterling was really going to cross the DM 3.00 level, then interest rates could be down by perhaps 2 per cent. However, he feared that the present market phase could be a "consolidation within a downturn" and that FT-SE 1,850 was still a

Sean turnover was moderate yesterday, with 345.7m shares traded against 478.8m on Friday. Trading volumes had increased last week as some institutions bought stock and marketmakers struggled to keep trading books in balance.

FINANCIAL TIMES STOCK INDICES

	Nov 20	Nov 23	Nov 22	Nov 21	Nov 20	Year Ago	High	Low	Since Completion
Government Seats	82.51	81.88	81.79	81.30	81.10	83.64	84.20	74.13	127.4 48.18
Fixed Interest	89.20	89.09	88.78	88.46	87.27	82.58	82.91	83.80	105.4 60.63
Ordinary Share	1898.6	1712.2	1672.2	1676.0	1667.1	1753.3	1836.3	1510.4	2006.8 48.4
Gold Minas	150.7	155.3	155.0	155.2	155.7	300.0	155.0	150.0	(25/10/71) (25/10/71)
FT-SE 100 Share	2151.8	2170.8	2127.9	2126.3	2116.2	2224.3	2446.7	1990.2	2445.7 288.9
FT-SE Eurotrack 100	950.43	972.78	972.47	974.19	-	1000.00	949.81	1000.00	949.81 (8/11) (25/10/90) (5/11/90)
Ord. Div. Yield	5.68	5.63	5.77	5.78	5.76	4.86	5.68	5.63	11/7/85, Sold name 9/8/85, Buy 1000 FTSE 100 31/8/85 > 9/8/85, Delisted
Earning Yield % (Mkt)	10.19	11.68	12.02	12.03	11.68	10.35	11/7/85, Sold name 9/8/85, Buy 1000 FTSE 100 31/8/85 > 9/8/85, Delisted		
P/E Ratio(Mkt)(x)	-	-	-	-	-	-	-	-	-
Exch Turnover(Buy)	25.07	26.163	26.02	26.02	26.02	26.02	26.02	26.02	-
Equity Bargains	24,189	24,565	22,339	22,623	23,778	402.5	378.1	430.0	276.3
Shares Traded (m)	-	-	-	-	-	-	-	-	-
Ordinary Share Index, Hourly changes	Open 1722.8	1724.8	11 am 1718.3	1 pm 1707.0	2 pm 1708.8	3 pm 1708.4	Day's High 1726.9	Day's Low 1685.8	-
FT-SE Hourly changes	Open 2150.8	2160.6	11 am 2154.3	1 pm 2163.3	2 pm 2158.0	3 pm 2150.6	Day's High 2161.7	Day's Low 2149.8	-
FT-SE Eurotrack 100, hourly changes	Open 986.03	986.29	11 am 982.61	12 pm 986.88	1 pm 986.85	3 pm 980.05	Day's High 988.08	Day's Low 946.47	-

GILT EDGED ACTIVITY

Indices*	Nov 26	Nov 22
Gilt Edged	174.0	226.4
Bargains	153.0	140.2
5-day average	153.0	140.2

*SE Activity 1974.
Excluding intra-market business & Overseas turnover.

London report and latest Share Index:
Tel. 0898 123001

Concern on sales hits BAe

BRITISH Aerospace (BAe) found no sympathy after a report said that Germany might pull out of the European Fighter Aircraft project. A separate news article indicated that there could be cuts in Saudi orders for Tornado fighters. BAe's share price, which began to ease early in the session as investors reacted negatively to the two reports, remained under pressure throughout the day.

Saudi Arabia was said to be reversing its previous decision to buy another batch of Tornado F3 fighters as a result of the British planes' alleged poor performance so far in the Gulf war. BAe has been badly hit by similar rumours on several occasions in the past. However, the fact that a UK government spokesman was given as the source of the latest report lent it a greater degree of credibility and BAe closed down 15 at 520 after heavy trading.

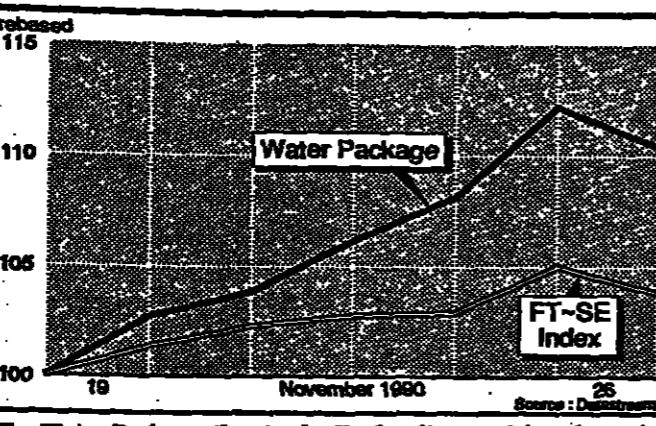
Mr Sandy Morris of County NatWest said that in pure profit terms the implications of a lost Saudi order are not that serious. Nevertheless, without a Saudi order for the fighters the production line is bound to come to a halt, and the consequent gap in production is a major negative factor.

At the same time, a German withdrawal from the EFA project meant that in the long term, with the European project unable to get off the ground, the Americans would win a definite technological advantage.

Mr Morris, however, dismissed the implications of yesterday's news, which he said did not reflect the company's fundamentals. Various other sources have indicated that the British fighters have been performing very well in the desert. As for the possibility of German withdrawal from the EFA project, this has been raised on several occasions already and does not necessarily mean the project cannot go ahead. BAe has tended to be a news-driven issue anyway, Mr Morris pointed out.

Similar fate

Rolls-Royce met with a similar fate, declining 8 to 157p in active trading amid talk of the Tornado setback and a rumoured downgrading by Goldman Sachs. Rolls-Royce, which is as accustomed to talk



The Water Package, the standardised unit comprising shares in ten UK water companies privatised last year, has responded sharply to the political events of the past week. The Package began to outperform the market as the prospect of Mrs Thatcher's replacement as Conservative party leader was seen as enhancing the government's electoral prospects and reducing the chances of an early reversal of privatisation by an incoming Labour government. The outperformance has widened since Mrs Thatcher made her decision, but the Package changed direction with the wider market yesterday to close 243 down at 2,526, still leaving a gain of 233 over the past six trading sessions.

A short-term operator spotting in yesterday's official list more bargains than usual in the stock on Friday. Daily turnover for stocks other than Alpha are reported the following trading day. Total rose to 81p before settling 1% higher on balance at 794p.

Other aerospace issues fell sharply to the negative sentiment surrounding the sector, with Lucas closing down 5 at 128p and Smiths Industries losing 5 at 220p.

Total firmer

Textile manufacturer Total emerged from a prolonged draw-sell when speculation about bid possibilities resurfaced. Costa Viyella was the logical candidate because it holds a formidable stake in Total of 29.9 per cent, a legacy from an aborted merger in 1988.

Costs is now allowed to bid if it wishes to do so, but Total also has a friendly relationship with Mr Cha Chi Ming, the Hong Kong-based textile and property businessman who owns 5 per cent of the Total equity.

Traders, however, remained sceptical of any predatory interest. They believe the activity was sparked off by

NEW HIGHS AND LOWS FOR 1990

NEW HIGHS AND LOWS FOR 1990
BIRMINGHAM FUNDAMENTALS (1)
BIRMINGHAM CHEMICALS (1) STONES
BIRMINGHAM (2) BATTERSEA, Rotherhithe,
Canning Town, Deptford, E1, E2, E3, E4,
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FT MANAGED FUNDS SERVICE

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CHILE LIFE ASSURANCES (CHILE) LTD.																	
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ESPAÑA LIFE ASSURANCES (SPAIN) LTD.																	
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FINANCIAL TIMES TUESDAY NOVEMBER 27 1990

WORLD STOCK MARKETS

FRANCE (continued)											
November 26 Frs. + or -											
Bogin-Say											
Bois, Corts											
Bogues											
CFAO											
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Well presented 3rd floor flat with garage. 2 recp., kitchen, 3 beds, 2 baths. Lft. Port. lot. 57 yrs. Park Lane Estates 071 629 9763

e-clubbed flat 3 bed, 2 bath, balcony
gdn £400 p.w Tel 071 723 0644.

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designed and constructed by
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NYSE COMPOSITE PRICES

12 Month
High Low Stock Div Yield Weighting
Close Chart

Continued from previous Page

	P/S	Div/E	High	Low	Stock	Div	Yield	Weighting	Close	P/C	Close Chart
AT&T	1.22	.00	207.40	202.00							
American	1.00	.00	10.00	9.00							
Amoco	1.00	.00	10.00	9.00							
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AMERICA

Dow overcomes heightened Gulf concern

Wall Street

US EQUITIES staged a 35-point Dow recovery from an initial fall to end higher yesterday, after a heightening of tension in the Gulf crisis and a rise in crude oil prices had caused the early weakness, writes Patrick Harrison in New York.

At the close the Dow Jones Industrial Average was up a net 5.94 at 2,538.17, well above the session low of 2,497.03. Turnover was relatively light at 131m shares, and rising issues finally outpaced falls by 788 to 716. The Standard & Poor's 500 gained 1.42 on the day at 316.52, while the American SE composite closed up 0.02 at 295.92.

The turnaround in share values was aided by a similar reversal in the direction of oil prices. January crude closed up \$1.05 a barrel at \$32.85, having at one stage been nearly \$2 ahead at \$33.85. The initial fall

in the market had been in response to reports that the US has garnered enough support in the UN for a resolution allowing the use of force if Iraq does not withdraw from Kuwait by New Year's Day.

The news that President Bush was ready to raise the stakes in the Gulf crisis had shattered the complacent mood of the market, which in the weeks up to the Thanksgiving holiday had put its fears about the Middle East at the back of its mind. However, the selling was never really convincing and bargain hunters moved in to pick up stock when the Dow dropped below 2,500, which now appears to be a solid short-term floor for the index.

Oil shares moved up against the market on the coat-tails of oil prices. Mobil added \$1 at \$38.74, Texaco put on \$1 to \$38.84 and British Petroleum ADRs rose \$1.10 to \$7.93. Oil service companies also enjoyed a good day, with

Schlumberger firming 3% to \$55.4, Halliburton \$1 to \$45.4 and Dresser Industries \$1.

MCA, down 3% at \$36.5, was the most actively traded stock of the morning in spite of an hour's delay to trading while the market awaited details of the entertainment group's acquisition by Matsushita of Japan.

The news that Matsushita had agreed to pay MCA shareholders \$68 a share plus a stake in MCA's television station created a rush of activity, and turnover in MCA was 3.2m shares at the close. Although the market had hoped that MCA would go for between \$7.6m and \$8m, yesterday's deal (which values MCA at \$6.6bn) was regarded as a good one.

Eli Lilly outperformed the market impressively, rising \$2.4 to \$72 on turnover of 1.3m shares. Last week the stock was sold heavily on publication of figures which showed that the share of new pre-

scription market held by Eli Lilly's anti-depressant drug Prozac fell in October.

Bad publicity surrounding the alleged side-effects of Prozac had already hit the share price, but yesterday's strong gains followed a broker's recommendation and suggested that some investors believed the stock had been oversold.

Semiconductor stocks fell further in the wake of last week's profits warning from Lattice Semiconductor and amid deepening concern over the outlook for demand.

Among embattled retailers, Hills Department Stores recovered from an early loss to end up \$1 at \$24.12 after the company's chairman resigned following the announcement of a third quarter net loss. Child World added to last week's declines with another fall of 5% to \$4.12 in busy trading. On Friday, Child World shares lost almost 50 cents after Trefoil (which values MCA at \$6.6bn) was regarded as a good one.

Capital Investors dropped its offer for stock in the toy retailer.

Canada

THE TORONTO market closed on a mixed note, having picked up from an opening drop which followed the news that the US was pushing the UN Security Council for a deadline for Iraq to withdraw from Kuwait.

The composite index finished in a net 9.2 up at 3,127.6, but declines retained a slight edge over advances by 228 to 222. Volume totalled 18.0m shares.

SOUTH AFRICA

MINING SHARES rose sharply in Johannesburg in response to a decline in the financial rand, higher precious metal prices, and a shortage of script. The all-gold index rose 32 or 6.6 per cent to 471, with Vaal Bees up R13 at R222.

EUROPE

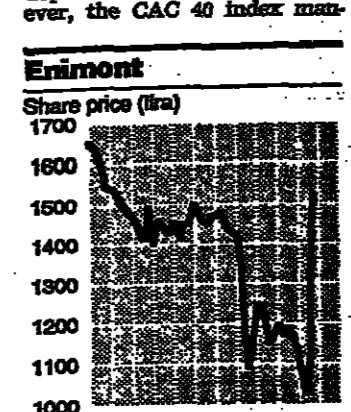
Growing expectations of UN resolution hit bourses

AMSTERDAM fell on renewed tension in the Gulf but volume remained thin. The CBS Tendency Index dropped 1.8 to 94.8. Aegon, the insurer, lost F1.10 to F1.07.50 after reporting a 14.3 per cent rise in nine-month net profits, in line with the market's expectations.

PARIS dropped rapidly after opening slightly higher, as Gulf fears, rising oil prices and an early loss on Wall Street depressed the market. However, the CAC 40 index managed to hold another strike on December 5 and 6 to press for reform.

Enimont

Share price (lira)
1700
1600
1500
1400
1300
1200
1100
1000



The Comit index fell 9.71 to 511.73 in volume estimated at similar to Friday's 1130m.

News

Italy

Stock market

News that Italian wages had risen 9 per cent year-on-year in September while inflation was only up 6.2 per cent in the same period also worried the market.

Olivetti

An overspill of demand for Olivetti, after last week's news that the state would buy back Montedison's stake, sent the market higher initially but most prices tumbled soon afterwards. Enimont closed at 1,518, up 149, but Fiat fell 2.2 per cent to 1,211 to 1,532 and Olivetti slumped 6.3 per cent to 1,314.

FRANKFURT

FRANKFURT opened lower on Gulf war fears, higher oil prices and poor interim results from Bayer. The market then tried to recover, but failed.

After a fall of 7.56 or 1.2 per cent to 631.77 in the FAZ index at mid-session, the DAX closed 7.58 to 1,212.22 UIC and Singapore Land shares remained suspended; on Friday night UIC said that Mr Lee Kim Yew, its chairman, had sold his stake of 25.3m shares in the company.

SINGAPORE's volume shrank to a low for the year, with only 13.5m shares traded, down from Friday's 21m. Share prices also declined, the Straits Times Industrial Index dipping 7.58 to 1,212.22 UIC and Singapore Land shares remained suspended; on Friday night UIC said that Mr Lee Kim Yew, its chairman, had sold his stake of 25.3m shares in the company.

TAIWAN dropped 4.5 per cent as investors took profits.

The weighted index, which also fell on Saturday after a 28 per cent rise earlier in the week, retreated 218.22 to 4,532.86 in turnover of 400,500 shares.

Peugeot was another riser in early trading, gaining FFr15 after optimistic comments by the chairman of Automobiles Peugeot in a French newspaper article. As the market's decline accelerated, however, the stock fell back, closing FFr1 down at FFr15.70, down from FFr15.70.

Only the plastics sector continued to rise, buoyed by last week's news that Formosa Plastics Group would proceed with a plan for a new naphtha cracking plant.

DAVIDSON reported a third-quarter drop of 32 per cent in pre-tax profits; its forecast of a 19 or 20 per cent decline for 1990 as a whole compared with analysts' expectations of 11 or 12 per cent. Bayer's large pharmaceutical business had been expected to provide it with more protection against the cyclical downswing in basic chemicals than its competitors; its failure left the shares DDM4.20 lower at DDM4.00, com-

pared with falls of DM3 to DM20.20 for BASF and DM4 to DM1.66 for Hoechst.

Meanwhile, a warning of a potentially significant steelworkers' strike revived fears about another cyclical industry, and Hoesch fell DM10.50 to DM21.8.

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DAVIDSON reported a third-quarter drop of 32 per cent in pre-tax profits; its forecast of a 19 or 20 per cent decline for 1990 as a whole compared with analysts' expectations of 11 or 12 per cent. Bayer's large pharmaceutical business had been expected to provide it with more protection against the cyclical downswing in basic chemicals than its competitors; its failure left the shares DDM4.20 lower at DDM4.00, com-

pared with falls of DM3 to DM20.20 for BASF and DM4 to DM1.66 for Hoechst.

Meanwhile, a warning of a potentially significant steelworkers' strike revived fears about another cyclical industry, and Hoesch fell DM10.50 to DM21.8.

PARIS dropped rapidly after opening slightly higher, as Gulf fears, rising oil prices and an early loss on Wall Street depressed the market. However, the CAC 40 index managed to hold another strike on December 5 and 6 to press for reform.

The Comit index fell 9.71 to 511.73 in volume estimated at similar to Friday's 1130m.

News that Italian wages had risen 9 per cent year-on-year in September while inflation was only up 6.2 per cent in the same period also worried the market.

An overspill of demand for Olivetti, after last week's news that the state would buy back Montedison's stake, sent the market higher initially but most prices tumbled soon afterwards. Enimont closed at 1,518, up 149, but Fiat fell 2.2 per cent to 1,211 to 1,532 and Olivetti slumped 6.3 per cent to 1,314.

FRANKFURT opened lower on Gulf war fears, higher oil prices and poor interim results from Bayer. The market then tried to recover, but failed.

After a fall of 7.56 or 1.2 per cent to 631.77 in the FAZ index at mid-session, the DAX closed 7.58 to 1,212.22 UIC and Singapore Land shares remained suspended; on Friday night UIC said that Mr Lee Kim Yew, its chairman, had sold his stake of 25.3m shares in the company.

SINGAPORE's volume shrank to a low for the year, with only 13.5m shares traded, down from Friday's 21m. Share prices also declined, the Straits Times Industrial Index dipping 7.58 to 1,212.22 UIC and Singapore Land shares remained suspended; on Friday night UIC said that Mr Lee Kim Yew, its chairman, had sold his stake of 25.3m shares in the company.

TAIWAN dropped 4.5 per cent as investors took profits.

The weighted index, which also fell on Saturday after a 28 per cent rise earlier in the week, retreated 218.22 to 4,532.86 in turnover of 400,500 shares.

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